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# FINANCIAL TIMES

Thursday April 9 1992

EUROPE'S BUSINESS NEWSPAPER

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## RAF on alert as Iraq moves in missile batteries

Royal Air Force warplanes in the Middle East were put on a high state of alert as tension soared after Iraq moved anti-aircraft missile batteries into a prohibited area, north of Iraq's 36th parallel.

Britain was discussing what response should be made with the United States and France and other members of the United Nations Security Council. General Colin Powell, chairman of the US Joint Chiefs of Staff, did not rule out renewed military action. Earlier report, Page 4.

**German stand-off:** Hopes of early cross-party co-operation in the aftermath of cross-gains by the far right in two state elections faded when leaders of the ruling Christian Democrats and opposition Social Democrats retreated to entrenched positions. Page 16.

**Winning ways:** Governor Bill Clinton of Arkansas has the Democratic party's presidential nomination firmly in his reach after winning primaries in New York, Wisconsin and Kansas. Page 16; Mathematical reality points to Clinton, Page 6.

**Alcatel Alsthom:** French telecommunications and engineering group, reported a higher than expected 20 per cent rise in net annual profits to FFr6.2bn (\$1.1bn) and forecast a further improvement in the current year. Page 17.

**Ex-Wimbledon champion 'has Aids virus':**

Arthur Ashe, left, 1975. Wimbledon tennis champion, was reported to have tested positive for the Aids virus. Ashe, 48, contracted the virus during open-heart surgery in 1978, according to a US TV report. Since retiring Ashe had captained the US Davis Cup tennis team.

**Arafat escapee:** Palestine Liberation Organisation leader, Yasser Arafat, had a miraculous escape when he walked away from an aircraft crash in which three crew members were reported killed in the Libyan desert. Page 4.

**NTT telecommunications group:** world's largest company in terms of capitalisation and Japan's largest employer, expects profits to fall sharply in the face of increased competition from newly licensed telecommunications carriers. Page 17.

**Noriega deadlocks:** The jury in the drug-trafficking conspiracy trial of Panama's former leader, General Manuel Antonio Noriega, said it was deadlocked, but the trial judge in Miami sent it back for more deliberations. Page 6.

**ICL:** UK-based computer manufacturer in which Fujitsu of Japan has a majority stake, was hit by a 30 per cent drop in operating profit in 1991, in the worse trading environment the computer industry has experienced. Page 17.

**UK trucks rev up:** The start of a recovery in the UK new vehicle market has been signalled by last month's sales of heavy trucks, which show the first monthly year-on-year rise since September 1989. Page 10.

**Nuclear test halt:** France announced it was suspending its controversial nuclear weapons tests programme in the South Pacific until the end of the year and proposed that all other nuclear powers follow its example.

**Queens Moat Houses:** UK hotels group, announced full-year pre-tax profits down 3.5 per cent to £90m, slightly below expectations, and warned there was no sign of a sustained recovery in its UK business. Page 24 and Lex, Page 16.

**Lockerbie offer:** Libya renewed its offer to hand over to a neutral state two of its nationals wanted for trial in the west for the 1988 Lockerbie Pan Am airliner bombing. Page 4.

**BCCI:** Creditors of the collapsed Bank of Credit and Commerce International have been given another four weeks by the High Court in London in which to make up their minds about draft agreements to settle their claims. Page 10.

**Gold opportunity:** Russian authorities are engaged in a battle over whether to allow an unprecedented deal involving an Australian consortium in Russia's previously closed gold mining industry. Page 2.

**US visit off:** Nato secretary-general Manfred Wörner has cancelled a visit to the United States which was to have started yesterday because of surgery planned for next week. No details of his illness have been disclosed.

### The Markets

STOCK INDICES		STERLING	
FTSE 100	3,390.2	I - 11.0	New York lunchtime
Yield	5.0%	S 1.748	London
FTSE Eurotrack 100	1,141.0	(+ 13.37)	S 1.749 (same)
Futur. All Share	11,444.48	(+ 0.5%)	DM 1.6425
Yield	17,175.33	- \$16.02	FF 1.6275
New York lunchtime			SP 1.6275
Dow Jones Ind Ave	3,185.00	(+ 44.03)	Y 231.75 (233.0)
S&P Composite	392.58	I - 5.00	S 1.61 (same)

US LUNCHTIME RATES		DOLLAR	
Federal Funds	10.27%	New York lunchtime:	DM 1.6288
Short Term Bills Yield	5.821%	FF 1.6145	SP 1.6145
Long Bond	10.1%	Y 1.6085	Y 1.6085
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## NEWS: EUROPE

# Russians play down the danger of Ukraine clash

By John Lloyd in Moscow and Chrystia Freeland in Kiev

LEADING Russian politicians in Moscow yesterday played down the danger of conflict with Ukraine over control of the Black Sea fleet, but action at the fleet headquarters of Sevastopol underlined the tension between the two sides.

President Boris Yeltsin sent Admiral Vladimir Chernavin, commander of the Commonwealth of Independent States naval forces to Sevastopol to oversee the transfer of the fleet to Russian control.

This followed Mr Yeltsin's signing on Tuesday of a decree taking the fleet under Russian jurisdiction - a direct counter to a similar decree issued by Mr Leonid Kravchuk, Ukraine president, on Monday.

The Ukraine parliament met in emergency session yesterday to discuss the crisis and Mr Ivan Piltschuk, chairman of the Ukrainian parliament, reported that Admiral Chernavin had told Ukrainian representatives that they could have a fleet but would have to find new headquarters.

Meanwhile, thousands of Russian demonstrators were reported to have surrounded on this issue. We must now set up

dishing banners saying "We won't give up the Black Sea fleet" and "Sevastopol is a city of Russian glory". A spokesman for the Black Sea fleet said demonstrators had come to the defence of Admiral Igor Kasatonov, the pro-Russian commander of the fleet. "The whole town has risen up in support of the admiral," a spokesman said.

But it was not clear that the headquarters was under any imminent danger of attack by Ukrainians.

Indeed, the Ukrainian minister of defence, General Constantine Morozov, said pro-Russian forces had surrounded the headquarters of Ukraine's apointee as commander of the fleet, Counter Admiral Boris Kozhov, in the early hours yesterday. Black Sea fleet spokesmen would not comment.

In Moscow, Mr Andrei Kozyrev, the Russian foreign minister, asked his Ukrainian counterpart, Mr Anatoly Zienko, for talks in Moscow on Saturday, the official news agency Itar-Tass reported.

General Dmitri Volkogonov, military adviser to Mr Yeltsin, said: "It is inconceivable that there would be war between the two great Slav states when he travelled to Sevastopol over the weekend.

Mr Vitaly Fokin, the Ukrainian prime minister, said that Russian vice-president Aleksandr Rutskoi had "personally deceived me" when he travelled to Sevastopol over the weekend.

Mr Yegor Gaidar, the deputy prime minister responsible for economic reform, has been try-

a commission between the two states to discuss these questions and we must find a compromise between us. A compromise is certainly possible."

But the discussion of the issue in the Ukrainian parliament underscored the escalation of tensions between Ukraine and Russia. Defence minister, Gen Morozov, said: "We see the main problem in the fact that the CIS is not viable."

Mr Kravchuk reasserted Ukraine's claim to the Black Sea fleet and to the Crimean peninsula, where it is stationed.

Nationalist deputies were in truculent mood. "This is naked Russian imperialism," said Mr Mikail Porovsky, who wore an embroidered Ukrainian peasant shirt under his blue jacket. "Yeltsin is trying to kill two birds with one stone. First he wants to deflect attention from the failure of his economic policy and second he wants to seize property that is not his by rights."

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Pro-communist demonstrators placing a Soviet flag on Russian army headquarters in Moscow yesterday in protest at the disintegration of Soviet military power since democratisation

# Trans Dnestr embroiled in an ethnic tug-of-war

Chrystia Freeland on the disputed industrial region

**O**N THE outskirts of Bender, a member of the Trans Dnestr National Guard has put down his Kalashnikov to strum a guitar and take a swig of vodka. His post displays the old red and green flag of the Moldovan Soviet Socialist Republic, complete with hammer and sickle. A crudely painted sign proclaims: "Bender is, was and will be a part of the Trans Dnestr Republic."

Less than a mile of fertile fields separate him from a dozen lightly armed members of the Moldovan National Guard patrolling concrete barricades. They fly the tricolour Moldovan flag, distinguishable from neighbouring Romania's only by the cross at its centre. The spray paint on this side says flatly: "The Trans Dnestr Republic is not a state."

Over the past month the two sides have stepped up their struggle for control over the Trans Dnestr - an industrial region on the banks of the Dniester river - with intermittent fighting which has claimed more than 50 lives.

The Trans Dnestr, whose 730,000 inhabitants are 80 per cent Slavic Russians and Ukrainians and 40 per cent Romanians, is situated within Moldova, a member of the Commonwealth of Independent States. Moldova was part of Romania until the 1939 Molotov-Ribbentrop pact under which Stalin and Hitler carved up eastern Europe, and some 65 per cent of Moldovans are ethnic Romanians.

ruling Trans Dnestr authorities, viewed in Kishinev, the Moldovan capital, as "bandits" who should eventually be put on trial.

The skirmish threatens to escalate now that Moldova has dissolved into an anarchic city under siege where daily funerals of victims of the fighting are a sober counterpoint to the gay, occasionally drunk, roving bands of colourfully garbed Cossacks, a different view is favoured.

Many Cossacks, mostly from southern Russia, see themselves as protectors of Russians living throughout the former Soviet Union, a task they would like the Russian government to assume.

"Who is going to defend the Russians in the Balkans, in Moldova?" asked Mr Nikolai Matrykov, a Cossack leader from the Russian city of Krasnodar.

He also suggested that the Ukrainian military could be called on to maintain peace rather than the 14th Army

whose sympathies for the Trans Dnestr forces made it inappropriate for them.

In the Trans Dnestr separatists have been bolstered by signs of support from Russian conservative politicians and the Commonwealth of Independent States' military command.

Romania and Russia have supplied weapons to their respective sides. The Trans Dnestr forces procure their guns from the 14th Army using a novel technique: Trans Dnestr women storm 14th Army barracks demanding Kalashnikovs for their fathers, husbands and sons.

Less than 70 km from the fighting, the only hardship in the Moldovan capital of Kishinev is that restaurants close at 8pm, in compliance with the state of emergency declared by the Moldovan president. But Mr Ion Botnaru, a senior official at the Moldova foreign ministry, warned: "Our former nomenklatura has moved to the Trans Dnestr. They say: From here we will begin the rebirth of the great Russian state."

"If they win, they will set up a domino reaction of anti-democratic uprisings throughout the CIS."

In the Trans Dnestr capital of Tiraspol, which has dissolved into an anarchic city under siege where daily funerals of victims of the fighting are a sober counterpoint to the gay, occasionally drunk, roving bands of colourfully garbed Cossacks, a different view is favoured.

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"We will defend them. [Russian President Boris] Yeltsin is not defending them."

# Battle over foreign entry into gold mining

By Leyla Souton in Moscow

A BATTLE is raging among Russian authorities over whether to allow an unprecedented deal involving foreigners in Russia's previously closed gold mining industry.

The government was yesterday said to be nearing a decision as the Russian gold-mining monopoly, Rossalzmetz, declared that a state monopoly on sales would be maintained to protect prices.

Mr Yegor Gaidar, the deputy prime minister responsible for economic reform, has been try-

ing to push through a contract elaborated by Lenzoloto, a Siberian gold producer, covering an area of 105,000 sq metres, together with an Australian consortium called Star Technology Systems.

Under the project, Star would obtain a minority stake in a joint stock company - the other shareholders would be Lenzoloto, the Russian government, and the local authorities of the Irkutsk region - in return for a badly needed injection of capital to develop new deposits and reduce waste from existing mining. Star

says it has already secured up to \$150m (£87.2m) in finance for the project. It has begun producing machinery within Russia for alluvial mining.

The project, covering all Lenzoloto's mines, provides for all gold produced to be sold to the state, preserving its monopoly on foreign sales.

But the plan has run into strong resistance from Mr Valery Rudakov, the powerful Rossalzmetz chairman, who said yesterday he wanted to organise a tender for the development of Lenzoloto's prime Sukhol Log mine - in

which his own organisation would be able to compete as an equal partner".

Mr Valery Avilov, the general director of Lenzoloto, said he saw no need for a tender, since this would cause delay and stall work already under way. He said he had stopped receiving state funds to develop the area.

Mr Rudakov, speaking after a closed seminar at which three North American companies made presentations to Russian officials, said he had asked Credit Suisse First Boston to advise him on how to

attract foreign investors, and restructure without going as far as privatising it.

At stake is the government's desire to produce big foreign investment contracts quickly and develop the flagging gold industry. Also in the balance is the right of local producers to choose their own partners and develop the assets.

Mr Evgeny Bichkov, responsible for the Russian gold depository, said yesterday that Russia was determined to rebuild reserves which in January still stood at the low figure of 240 tonnes.

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# Moslems and Serbs seek refuge by the bridge of fear

By Laura Silber in Zvornik, Bosnia-Herzegovina

"I DO NOT know if we will be able to defend the police station tonight," said the police chief of Zvornik as shots rang out piercing the silence.

The police station lies tucked beneath the hills from where the Moslem police officers say their former colleagues, Serbs, are launching mortar and artillery assaults on Zvornik.

Most of the 13,000 inhabitants of Zvornik, about 80 per cent Moslem and 40 per cent Serb, fearing war, have fled the town over the past week. It stands deserted except for men wielding Kalashnikovs and hunting rifles.

Serbs control one section of Zvornik. The Moslem-controlled part can be reached by crossing the bridge from Serbia over the River Drina. It leads to a dead end, blocked by heavy vehicles and several Moslem guards carrying automatic weapons.

"There is war, hysteria and panic. But no one has been killed," said the police chief who is afraid of retaliation and refuses to give his name. He appears confused about what went wrong in the once-harmless town. Last week 40 Serb officers took weapons, cars and walky-talkies to form their own police station. "The situation deteriorated over independence. Serbs want to be part of Greater Serbia - we want an independent Bosnia," says a Moslem officer.

Zvornik is now under siege.

The Moslem police and reserve officers pledge to defend the town but a local journalist says: "This area cannot be defended whenever they want Zvornik will be captured."

They maintain their all-night vigil, the police chief, is trying to organise an exchange of prisoners. "We captured four Chetniks [Serb extremists] last night with automatic weapons, knives and a metal chain used for strangulation." He tells an army intelligence officer in Belgrade, the Serbian and federal capital: "I want them to get out of town safely, not only because of them - but because of the situation."

The policemen wonder if their Serbian prisoners, who say they were in town awaiting orders, were a provocation. They believe that it may have been an attempt to provoke real violence instead of this bloodless war. A panicky officer reports news of an imminent attack. The shooting

becomes louder. They peer through the windows looking for the invisible snipers.

The police chief says: "The future of Zvornik is not decided here." He estimates that at least 2,000 ultra-nationalist Serb fighters are in the region waiting to attack.

Back across the river, dozens of Serb police officers and irregulars stand guard, waving away bystanders.

"Hey, where are you going? Don't cross the bridges," one officer in full combat gear, calls out to two Serb peasant women. "They're shooting over there." Another Serb woman tells how she must reach her children in Maljevic, a village by Zvornik. But a Serb policeman angrily interrupts her and tells watching journalists to go home. "Get away, go back to America," he shouts, showing his anger at the US and EC recognition of Bosnia.

# Tax boycott call in Italy

By Halil Simonian in Milan

THE LOMBARD League, the Italian regional party which emerged as the biggest winner from last Sunday's general elections, is determined to press ahead with its election pledge to encourage non-payment of taxes as part of its opposition to the political establishment in Rome.

Mr Marco Formentini, the party's economics spokesman and one of the 55 newly elected League members of parliament, said it aimed to win control of Italy's big northern cities. "With the administration behind us, we will invite people not to pay their taxes if the money is just going to be wasted," he said.

The threat comes as Italy's politicians mull over the outcome of the polls, which saw a sharp drop in support for the League.

established parties in favour of smaller groupings and threaten to make the country increasingly ungovernable.

Mr Formentini warned that the League would use its parliamentary power to exert strong "supervision" over government spending, which it claims is "squandered" on vote-catching projects, especially in southern Italy. The aim would be to gain seats on parliamentary committees to make it difficult to pass spending measures not sanctioned by the League, he said.

The League, which gained 8.7 per cent of the national vote to emerge as Italy's fourth biggest party, is also trying to develop an economic programme to repudiate attacks that it has no coherent policies of its own.

Mr Formentini said the League would seek to slash spending on health care, pen-

sions and public-sector pay, while limiting transfers of central government money to local councils and state agencies. He denied the plans would lead to a deterioration of services, on the grounds that current spending on health and pensions was inflated by between 30 per cent and 50 per cent as a result of inefficiency and corruption. On the state railways, Mr Formentini said the League would dismiss 90,000 of the 200,000 workers.

The party has targeted Milan, where it just beat the Christian Democrats into second place, as the first big city where it would like to gain control. The local council, traditionally dominated by the Socialist party, has been hit by a corruption scandal, and may now be sufficiently weak for the League to bring down, he claimed.

THE HUNGARIAN budget deficit surged way above target over the first quarter of this year against the background of a steeper than expected recession which has placed hundreds of enterprises on the brink of bankruptcy.

Latest government figures show that accumulated arrears of tax and customs payments reached Ft 170bn (£1.22bn) by the end of the first quarter. This helped push the first quarter budget deficit to

FT 47bn and raises a question mark over the government's ability to meet its target of restricting the overall budget deficit for the year to Ft 68bn, or 1.9 per cent of GDP.

Mr Gyorgy Szapary, the International Monetary Fund's representative in Hungary, yesterday warned that the situation looked serious enough for the Fund to take a hard look at the budget overrun in mid-year, given the danger that it could keep interest rates high, crowd out private investment, and hold back Hungary's economic recovery. The govern-

ment first responded to the tax shortfall last week with a drastic measure to seize tax debtors' bank deposits and impound goods at the border until duties were paid.

It also clawed back tax refunds granted to banks. The underlying reason for the pressure on the budget became clearer yesterday with new figures which showed Hungary's economic recession was much deeper than expected.

Recorded gross domestic product fell by 10 to 12 per cent last year, Mr Szapary revealed.

# Brussels proposes rise in funding for R&D

By Halil Simonian in Milan

THE European Commission yesterday proposed streamlining the institutional and administrative procedures which hamper the distribution of EC research and technological development funds, writes Andrew Hill in Brussels.

Mr Filippo Maria Pandolfi, the research commissioner, is pressuring for an increase in Community R&D funding from £624m (£1.12bn) in 1992 to £642.2m by 1997 - 5 per cent of the total EC budget - concentrated more carefully on selected priority projects.

According to the Commission's R&D strategy document, published yesterday, EC spending on research and technological development amounted to 2.1 per cent of gross national product last year, compared with 3.5 per cent in Japan and 3.8 per cent in the US. "In fact, the Community's current level is similar to that of Japan 10 years ago," says the document. The 58-page document tentatively suggests moving some R&D activities closer to the market to help meet external challenges, without breaking the rules which say that the EC can only support research projects, which do not distort competition in the marketplace.

Common rules for all EC countries will boost consumer protection as the "distance-selling" business expands and households face a barrage of offers to buy goods by mail, phone or fax machine, a Commission spokesman told reporters. Among the proposals would be a seven-day cooling off period in which the consumer could decide to pull out of a purchase contract settled by credit card or other means. Companies which offer goods on television, for example, would have to ensure they were delivered within 30 days.

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## Dublin's abortion dilemma deepens

By Tim Coone in Dublin

THE Irish government's dilemma on abortion deepened yesterday, following a decision to hold a new referendum on the issue after a referendum to ratify the Maastricht treaty tentatively scheduled for June.

Mr Albert Reynolds, the prime minister, told members of his Fianna Fail parliamentary group that he wants to avoid the two issues becoming "entangled" and that the ratification of the treaty is the government's top priority.

Mr Noel Dempsey, the party chief whip, said: "It would be devastating for this country and future generations if we were to let these two issues become entangled... we are not going to be stampeded into making hasty and ill-judged decisions by any groups."

We don't want to rush into another abortion referendum as we did in 1983, with the results that we have now."

It looks increasingly likely, however, that the abortion issue will become central to the debate on the Maastricht treaty. EC law guarantees the right of all citizens to travel freely within the community to avail themselves of services legally available.

Dr Mary Lucey, president of the Society for the Protection of the Unborn Child (SPUC), said yesterday: "The Maastricht treaty will sell Irish unborn lives for a mess of potage, for money – as it's going this referendum on Maastricht will be a referendum on abortion." SPUC is the principal pro-life lobby group in Ireland and played a key role in inserting the right-to-life amendment into the constitution in a referendum in 1983.

The abortion referendum would be aimed at guaranteeing the right of women to travel abroad for an abortion, and for them to receive abortion information in Ireland. It would also seek to rectify the situation created by a Supreme Court ruling last month which permits pregnant women who face a threat to their lives to obtain an abortion abroad, but not otherwise.

## Wayward Bulgaria returns to path of reform

Plans for the privatisation of state enterprises have put Sofia back in the International Monetary Fund's good books, writes Judy Dempsey

BULGARIA'S economic reform programme is back on course following a brain-storming session involving officials from Phare, the European Community's special technical assistance programme for eastern Europe, the World Bank, the International Monetary Fund, and the recently elected Bulgarian government.

Also at what one Phare official described as "a very big round table" were experts from Poland, Hungary and Czechoslovakia.

Their presence was important for all of us," explained Ms Tania Brisby, a consultant at DFC, a Spanish firm which Phare is financing to advise the Bulgarian government.

"They made valuable contributions about their own experiences on privatisation."

The end result is a privatisation bill which parliament is now debating. "It is a very flexible bill. Its aim was to allow for all types of methods of sale," explained Ms Brisby.

These would include public auctions and tenders, and will be open to foreign investors.

Pushing through this privatisation bill is crucial. It will put Bulgaria back on the reform track; it will secure a second World Bank tranche of \$100m.

which was delayed because the reforms were slowed down; it will attract much-needed foreign investment if it could bring an earlier end to the recession.

The bill envisages:

- Establishing a privatisation agency to implement the programme. Privatisation is expected to be a lengthy process because 95 per cent of Bulgaria's enterprises are state-owned.

- Transforming state or municipally owned enterprises into joint stock companies for partial or total sale.

- Placing proceeds from privatisation in a special bank account to cover part of the privatisation expenses.

- Allocating 20 per cent of the stock or shares of privatised enterprises to a mutual fund established by the government.

An additional 20 per cent of the proceeds from privatisation will be allocated to the same mutual fund. The fund will be used to finance transfers to social security funds, and for compensating former owners.

The mutual funds will be managed by the privatisation agency. Bulgaria, like Hungary, has avoided the cumbersome Czechoslovak-type voucher scheme.

- Giving employees of the state or municipal companies

which will be transformed into joint stock companies options to subscribe on preferential terms for up to 20 per cent of the shares.

The preferential price will be half the share price. The number of preferential shares an employee can hold will depend on length of service.

Bulgaria, unlike Czechoslovakia, has avoided giving shares away free.

A year ago, Bulgaria was well on the course to economic reform. A coalition government introduced the first phase of an IMF-backed stabilisation programme to introduce tight monetary policy which would slash subsidies, curb inflation, and reduce short-term bank credits to enterprises.

The implementation of the initial phase of austerity measures had a much greater impact on Bulgaria than several of the other east European countries.

The reforms were introduced at a time when trade with the former Soviet Union, which had accounted for more than 65 per cent of Bulgaria's foreign trade, was collapsing. The country's enterprises were in no position to find new markets.

Second, Bulgaria was dependent on the Soviet Union for

about 70 per cent of its energy supplies. The switch to the dollar clearing system, and Russia's own economic problems led to sharp falls in energy supplies to Bulgaria.

The loss of the Soviet market, and energy shortages accelerated the decline in industrial output. In 1991, output had fallen by 27.8 per cent compared to 1990. Over the same period, imports fell by 17 per cent, and exports rose by 0.1 per cent. Higher food prices and wage increases kept the inflation rate at around 80 per cent. By the end of 1991, unemployment exceeded 400,000, or more than 10 per cent of the labour force.

Also, Bulgaria had little access to fresh loans from western governments or commercial banks, mainly because all loans to Bulgaria were frozen after March 1990, when the communist government imposed a moratorium on all payments of interest and principal on its western commercial and government debts.

Despite the economic hardships of the reforms, the public backed them. But in the latter half of 1991, the pace of reforms slowed, largely because Bulgaria was preoccupied with the presidential and parliamentary elections. In addition, internal bickering in the parliament, where the communists remain the largest opposition party, virtually paralysed legislation, particularly on privatisation and land reform.

The delay in pushing ahead with the reforms prompted the World Bank to consider withholding a second tranche of \$100m. There were also fears that the recession would be prolonged. Hence the present sense of purpose. "Bulgaria lost the momentum over the past few months," a World Bank official said. "But the privatisation bill shows it is now getting back on the rails."



Prime minister Filip Dimitrov: saddled with debt

## Sweden ponders barring politicians from company directorships

By Sara Webb in Stockholm

SWEDEN'S politicians could soon find their moonlighting days are numbered.

For years, politicians have been able to supplement their income by sitting on company boards, earning up to SKr100,000 a year (\$17,200), according to some estimates.

However, following a number of embarrassing scandals in recent months – which have suggested that some politicians have little aptitude for financial matters in their capacity as directors on a company board – the Finance Ministry is looking at ways of reducing the influence of politicians in the financial sector. The new Centre-Right government may then introduce a bill in parliament this autumn.

The move is seen as long overdue by some members of the business community. Already, the government has announced plans to privatise 35 state companies. In addition, some Swedish savings banks – which are owned by foundations with separate boards of directors – plan to merge to form a large banking group listed on the stock exchange. Both measures are expected to encourage a more "business-like" attitude, with directors appointed to the board on the basis of their expertise, and with responsibility to shareholders.

The Ministry of Finance says the decision to reduce the influence of politicians in the financial sector stems from a number of recent scandals.

Only last month, Första Sparbanken, a savings bank with customers mainly in the Stockholm and Gothenburg areas, announced losses of SKr5.7bn for 1991. Första's financial problems emerged over a year ago, and have been blamed on bad management, poor credit analysis and overexposure to the finance company and real estate sectors. The bank's management resigned in April 1991 but some members of the financial community question the responsibility of the board of directors at the foundation which controls the bank.

At present, local authorities and county councils select the members of the board for the foundations which control each savings bank.

"Surely it is up to the board to take steps to reduce the risk exposure," says Mr Leif Vindevag, a senior official at the stock exchange.

Like many of the other savings banks, the board of directors on the foundation which controls Första contains several political appointees. Mr Tommy Lindell, executive vice-president of Första, says: "Most of our board members are political appointees... it is rather common in the savings banks." The board members are from across the political spectrum, he adds.

A spokesman for the Ministry of Finance says that under the present law, the government appoints the chairman of the board and must approve the other board members for the foundations controlling the savings banks. However, this could change.

In addition, some observers believe the question of responsibility needs to be addressed. In February 1992, Folksam, a mutual insurance group whose board of directors is dominated by trade union representatives, revealed heavy losses of SKr250m for 1991 with the prospect of further losses up to 1995. The company's managing director was forced to resign.

Even more embarrassing for the Social Democrats – who were ousted from power last September – was the collapse of A-Pressen, the Social Democrats' newspaper publishing group, in February. A-Pressen revealed that its financial situation was far worse than expected – partly due to bad management, but also due to the tough economic environment. In this case heads did roll: the managing director was sacked, and Mr Bo Toresson, a board member and Social Democrat party secretary, resigned from the company.

Mr Björn Karlén, who heads the Swedish share promotion organisation, an independent body financed by listed companies, claims some change is already taking place: "The new government has put in fewer politicians and more professionals."

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## NEWS: INTERNATIONAL

**Iraqi missiles  
'are threat  
to Allies'**By Mark Nicholson,  
Middle East Correspondent

BRITAIN said yesterday that Iraq has moved anti-aircraft missiles into the protected area of Iraq north of the 36th parallel which "could pose a threat" to US, British and French aircraft patrolling the area.

The move revives the possibility of an allied strike against Iraqi forces - an option General Colin Powell, chairman of the US joint chiefs of staff, pointedly refused to rule out in London yesterday after talks on the rising tension in northern Iraq with Mr John Major, the UK prime minister.

Gen Powell said after the meeting that he would not "speculate on what we might or might not do with respect to the use of military action." The US state department was last night preparing a formal warning to Iraq over the missiles.

Officials said the Soviet-made SAM-2 and SAM-3 missile batteries had been moved within the last 10 days to Mosul, 22km north of the 36th parallel, beyond which Britain and the US have ordered Iraq not to stage military operations against the Kurds or plan of possible allied counter-attack.

The movement of missiles follows reports of renewed attacks by Iraqi forces on the southern fringe of Kurdish-held areas in the north - including some around Mosul and Arbil north of the 36th parallel - and signs of a build-up of Iraqi armour in the north.

Iraqi opposition groups in London also claim that a 36,000-strong Iraqi force last week launched a bloody three-day offensive, backed by helicopter gunships, against Iraqi Shias hiding in the country's southern marshes.

These skirmishes and the deployment of anti-aircraft missiles, which could provide cover for an attack on the Kurds, has intensified top level consultations between Britain and the US on a possible punitive raid to deter President Saddam Hussein from threatening the Kurds - or from testing too far the resolve of the Gulf war allies in their undertaking to protect them.

British officials said yesterday that Gen Powell had brought forward a long-intended trip to meet Mr Major in view of the deteriorating security position in Iraq. The two men gave no details about a possible response to the missile deployment.

However, as a first step, Iraq is likely to be warned privately through its mission at the UN in New York that it risks an allied attack.

The US, Britain and France patrol the area from the Incirlik airbase in Turkey, where a limited strike force has been based since the Kurdish uprising immediately after the Gulf war.

**Another Hyundai company targeted by authorities**

By John Burton in Seoul

HYUNDAI Merchant Marine yesterday became the latest of several Hyundai subsidiaries to be penalised within a week for financial irregularities in what South Korea's second largest conglomerate claims is a campaign of intimidation by the government.

Korea's largest shipping company was fined 27.1bn won (£20m) for tax evasion between 1987 and 1991 by the Office of National Tax Administration.

Mr Chung Mong-hun, the owner of Hyundai Marine, and two company officials were also charged for violating rights for Hyundai Electronics Industries tomorrow because of alleged bank loan violations.

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**Relieved PLO celebrates Arafat's survival**

By Tony Walker in Cairo



Worried Palestinians scan newspapers in Jerusalem for details of the crash in which Yassir Arafat went missing.

In the occupied territories yesterday, at least 15 Palestinians were shot and wounded in clashes with Israeli troops during demonstrations celebrating the news that he had survived.

Shops throughout East Jerusalem, the West Bank and the Gaza Strip were closed as Palestinians reacted with shock to initial reports that Mr Arafat was missing. But thousands

were on the streets, honking car horns, chanting "Arafat is alive" and handing out sweets when confirmation came of his survival. The demonstrations led to violent clashes in Gaza and the Israeli army clamped curfews on several West Bank communities.

The long hours of Mr Arafat's disappearance also focused attention on the lack of an obvious alternative. Always extremely wary of the possible emergence of a rival, the PLO leader has not groomed a successor, and this omission was brought even

more glaringly into focus in the past 24 hours.

Mr Arafat seems certain to come under renewed pressures from inside the PLO to help prepare the way for an orderly succession, but he has resisted these pressures in the past. His disappearance also raised fears

about continuing Palestinian participation in the UN-sponsored Middle East peace process. Mr Arafat's support is regarded as a key factor.

While the PLO itself is excluded from the peace talks by an Israeli veto, Mr Arafat's blessing is regarded as a vital

cover for Palestinian participants from the Israeli-occupied West Bank and Gaza Strip.

In Stockholm, the chief Palestinian spokeswoman at the talks, Mrs Hanan Ashrawi, said she was overjoyed that Mr Arafat had been found safe.

"He is the father of the Palestinian unity. He is the symbol of national identity. He has been the driving force," she said. "His maturity, courage, foresight and experience show through in the sort of leadership he has."

PLO officials met in crisis session through the night in Tunis, anxiously awaiting news of Mr Arafat who became PLO chairman in 1989. When dawn broke the PLO asked regional and western governments to assist in the search for the missing aircraft.

Mr Arafat's somewhat belated position - he has scarcely ever been more isolated in Arab councils following his support of Iraq in the Gulf crisis - may be eased by his escape from death; his disappearance underscored his importance in maintaining a degree of stability among the fractious Palestinians.

The PLO leader, who has a keen sense of the theatrical, is likely to milk his lucky escape for all its dramatic possibilities. He seems certain to chide those who have written him off in the past, and were inclined to do so again on this occasion.

Apart from Israeli assassination attempts, Mr Arafat has walked away from at least one serious car accident, a Syrian attempt to blow up his motorcade in which he was thought to be travelling, and attempts in 1983 by enemies within his own Fatah faction to get rid of him in a bloody siege of the northern Lebanese town of Tripoli.

**Gadaffi renews offer on handover**

By Tony Walker in Cairo

LIBYA yesterday renewed its offer to hand over to a neutral country two of its nationals suspected of the 1988 bombing of an American airliner, but there was no indication it was prepared to yield the men to the United States or Britain.

Western officials were describing the latest Libyan proposal, which appears similar to one last month, as a "non-starter." Britain and the US are insisting they try the men under British or US criminal jurisdictions.

The latest Libyan offer was forwarded to Mr Boutros Ghali, the UN secretary-general, a day after a special seven-member committee of Arab foreign ministers met in Cairo to seek fresh avenues for compromise before UN sanctions, including an arms and air embargo, come into effect on April 15.

The UN is also pressing Libya to allow France access to four men, including Colonel Muammar Gadaffi's brother-in-law, wanted for questioning in connection with the 1988 downing of a French UTA aircraft over Niger in which all 171 passengers and crew died.

Arab League officials held out little hope of a breakthrough in efforts to prevent implementation of UN sanctions resolution 748, passed after Libya's persistent refusal to comply with an earlier demand that it hand over the two men for trial in connection with the Pan Am bombing over Lockerbie, Scotland.

Mr Vladimir Petrovsky, the UN undersecretary-general for political affairs, left Tripoli yesterday for Geneva where he was due to report to Mr Boutros Ghali. Mr Petrovsky, sent to Libya to explain the UN stand, appears to have made little progress in his discussions with the Libyan authorities.

**BBC World TV in S Africa link**

By Raymond Snoddy

BBC World Service Television is about to expand into Africa in a joint venture with M-Net, the South African pay television service.

The 24-hours-a-day BBC television service now available by satellite to more than 30 countries in Asia will begin broadcasting next week for 11 hours a day to Africa and will be carried on an Intelsat satellite covering the entire continent.

The encoded service will be aimed mainly at embassies, hotels, universities and schools.

The BBC is also negotiating with a number of African broadcasting organisations for the service to be re-broadcast over traditional transmitters.

**Rafsanjani poised to defeat radical opposition**

Careful screening of candidates should leave him in control of parliament, reports Sheherazade Daneshkhah

THE RUN-UP to Iran's *majlis* (parliamentary) elections tomorrow has been marked by acrimony and cries of foul play from opponents of President Ali Akbar Hashemi Rafsanjani, who have threatened a boycott on more than one occasion.

The elections have given Mr Rafsanjani the opportunity to break the backbone of radicals in their last great stronghold, allowing him to press ahead with measures designed to open up the country to foreign investment and trade.

All legislation must pass through the Islamic Republic's 270-seat chamber and some has been held up by the radicals who favour state control of the economy. They also oppose foreign loans and the prevailing open-door foreign policy propounded by the pragmatists, who regard these measures as essential to their own survival and to restoring the country's economy, devastated after Iran's gruelling war against Iraq.

Although Mr Rafsanjani has been generally successful in pushing through legislation, the radicals have used the chamber as a public platform to broadcast opposition to his policies.

Iran's latest five-year development plan was held up for a year while the radicals argued against a provision allowing borrowing abroad, while last year they succeeded in impeaching Mr Rafsanjani's minister for health, Mr Iraj Fazel.

Iran has no formal political parties; instead voters choose from a list of candidates every four years. This year, controversy has centred on the screening process for prospective candidates. Some 1,100 candidates were disqualified from standing from an original list of just over 3,150.

The vetting procedure was undertaken by the conservative Council of Guardians, a 12-man body of clerics and legal experts, whose main function is to check that laws passed by the *majlis* are in accordance with Islamic law.

Mr Mehdi Karroubi, the radical mullah speaker, saw the writing on the wall last month when he protested at the fact that the guardians - instead of the Interior Ministry, itself a radical-leaning organisation - had the final say.

"We plan to take part actively in the elections," he said in an interview reported in the radical newspaper,

*Salam*. "But if the Guardian Council wants to start politicking and disrupt the elections by a series of cancellations, maybe we will not take part."

However, the hardline Combatant Clergymen's Society acknowledged last week that it would contest the elections after Ayatollah Ali Khamenei, the spiritual leader, directly demanded its participation. At Friday prayers last week, Ayatollah Khamenei warned against "mischievous elements" and "those who obstruct the work of officials, those who do not observe piety in their speeches, those who talk in a certain way to attract some votes - such people are not qualified to come to the *majlis*, they must be identified so that the people do not vote for them."

In a clear reference to the inadequacy of revolutionary zeal as a sufficient condition for public office, the Iranian news agency, Irna, proudly announced last week that most candidates in their thirties and most bachelors and masters degrees. More than 100 have PhD degrees.

Those radicals who have been dropped for good include Ayatollah Sadeq Khalkhali, known as the "hanging judge" for his activities in the early years of the revolution, Hojato-

leslam Hadi Khamenei, who is Ali Khamenei's brother, Mr Assadollah Bayat, the radical deputy speaker of the *majlis* and Mr Ibrahim Asgharzadeh, a leader of the students who seized the US embassy in Tehran in 1979.

Ayatollah Khalkhali told *Salam* newspaper he had been rejected because of his "clear opposition to US interests in the region". However, Ayatollah Ahmad Jannati, spokesman of the Council of Guardians said the body had acted in a "just and legally responsible manner" and claimed that some candidates had been rejected because of their "extremely limited literacy" and not because they belonged to any particular faction.

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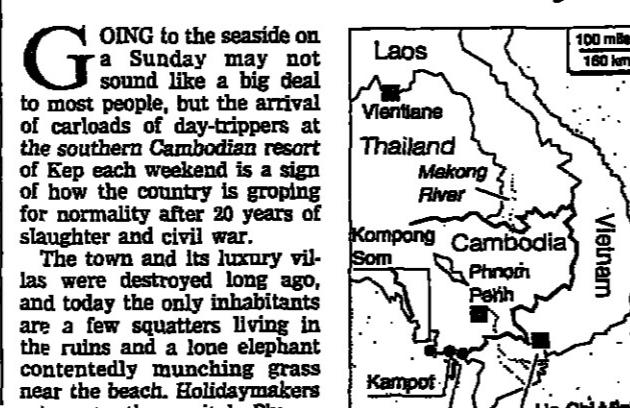
However, President Rafsanjani has been careful not to be too provocative and some key radicals, such as the former interior minister, Mr Ali Akbar Mohtashemi and Mr Karroubi

believed to be in disgrace for being a "liberal".

On Sunday, Iran launched an air strike against bases of the dissident Mujahideen-e-Khalq, the largest opposition group, located inside Iraq. Mr Massoud Rajavi, leader of the Mujahideen, said the attack was an attempt by Mr Rafsanjani to bolster his popularity in the run-up to the election.

**Cambodians take the first steps on the road back to normality**

Victor Mallet senses recovery in the air after 20 years of civil war



main boulevard since December. It was, she believes, the first foreign shop to open in Phnom Penh after the peace accord. These days she also has a line of locally made toys and souvenirs.

At the museum, staff of the Australian National Gallery are preparing the catalogue for an exhibition of Khmer artefacts in Canberra, and wondering how to help the Cambodians protect priceless sculptures from the thousands of bats in the ceilings which deface the exhibits.

Freelance Cambodian taxi-drivers who could barely handle their borrowed government cars four months ago are negotiating the city's increasingly crowded streets with confidence.

They are also paying to learn English at roadside schools, or studying Soviet textbooks containing less than useful phrases such as: "Could you explain to me what the term 'socialist realism' means?"

Foreign investors, many from Thailand, Singapore, Hong Kong and Taiwan, are looking for opportunities, and consultants Ernst and Young have set up shop in Phnom Penh. Western and Japanese investors remain generally cautious, although several companies have won rights to explore for oil offshore.

Few would begrudge Cambodia its recovery, but aid workers are concerned about the speculative and corrupt nature of the capital's economic boom. Almost all invest-

ment so far has been in services - property (often of doubtful legal title), hotels, banking and trade rather than in industry or agriculture. A request for a Cambodian product - any Cambodian product - at a stall in the central market produced only a packet of batteries made in Thailand.

Import-export companies do a great deal of importing and very little exporting, and such exports as there are - timber, for example - are largely uncontrolled and unsustainable.

The capital's numerous pharmacies, meanwhile, sell drugs given by aid agencies to Cambodia, and hypodermic needles labelled "Unicef" (the UN Children's Fund).

Down in Kampot, residents are still fearful of Khmer Rouge guerrillas and landmines in the hills, while the government soldiers and policemen have only just been paid their wages for January.

Mr Nop Phan, a 20-year-old soldier lying in Kampot hospital, testifies to the fact that Cambodians will continue suffering the effects of war, regardless of any economic recovery, long after UN forces have left the country. He was looking for firewood when his left foot was blown off by a mine.

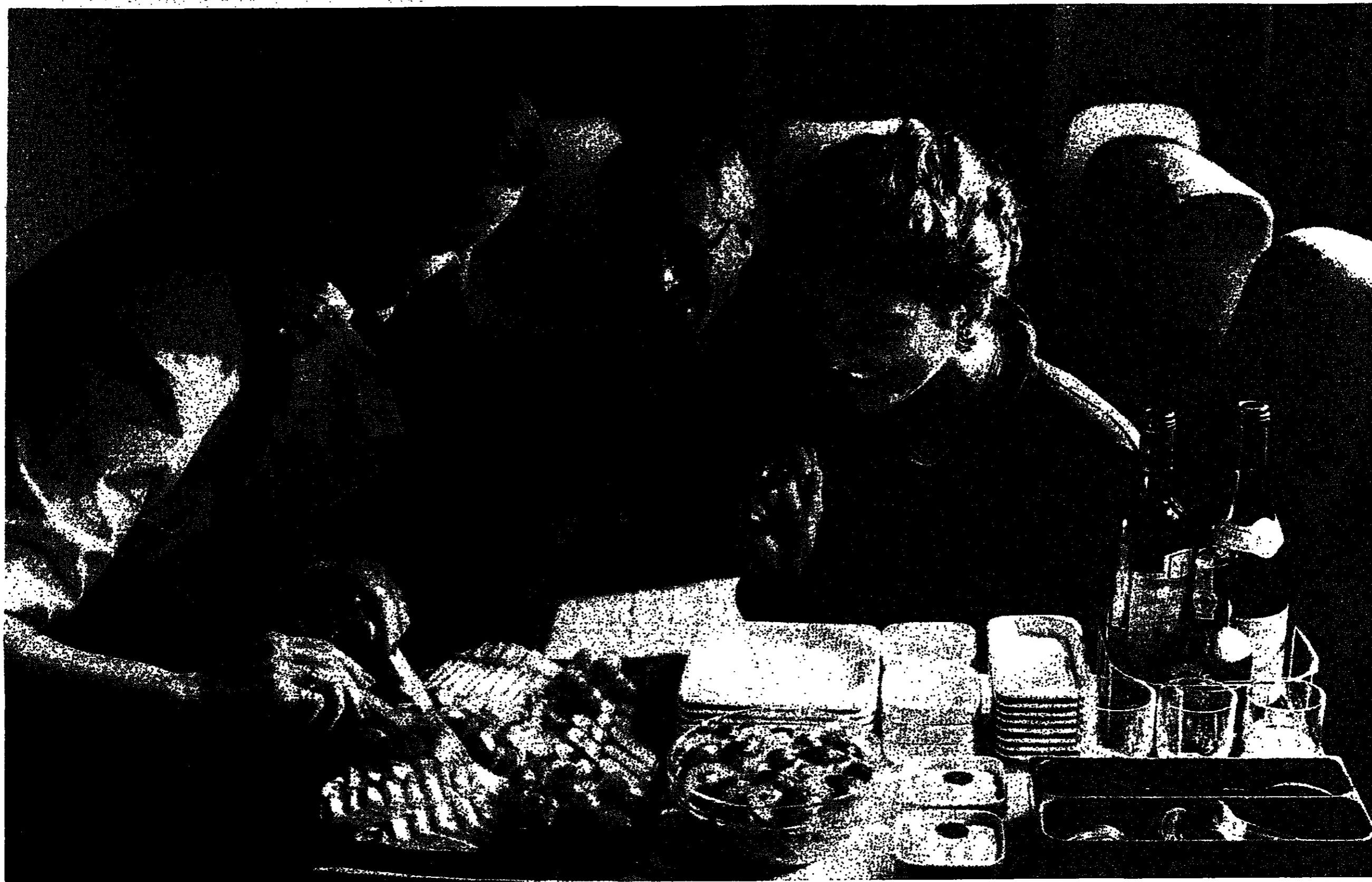
"After I heard the broadcasts from Phnom Penh about the UN presence I was very happy," said Mr Nop Sounman, the victim's older brother. "I want to join them to help with the mine-clearing and everything else."



Reminder of war: a Phnom Penh government soldier with a grenade launcher and rockets on his way to guard Highway 12 near Kompong Thom, 180 km (112 miles) north of the capital. Parts of the highway were cut and heavily mined in recent fighting with the Khmer Rouge.

Gadaffi  
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offer on  
handover

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Gabi Scheeler, 39



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## NEWS: AMERICA

## Frustrated US senator to quit

By George Graham  
in Washington

GROWING frustration with the deadlock that afflicts the US government has driven another senator to announce that he will not seek re-election in November.

Senator Tim Wirth of Colorado said yesterday he would retire from Congress, where he has sat for 12 years, in the House of Representatives and another six in the Senate.

He said his decision was prompted by personal anger and frustration at the stalemate between a president who he believed would not lead and a Congress which he found to be stymied by short-term political manoeuvring.

Seven other senators will be leaving Congress after the November elections. Some have been forced out - Senator Alan Dixon of Illinois was defeated in a primary; Senators Alan Cranston of California and Brock Adams of Washington faced attacks on their ethics.

But others, including the widely respected Senator Warren Rudman of New Hampshire, have given up the struggle for the same reasons as those mentioned by Mr Wirth.

## Mathematical reality points to Clinton

George Graham finds US Democrats accepting the battered presidential front-runner

**A**FTER Mr Bill Clinton's victories in the New York, Wisconsin and Kansas primaries on Tuesday, the Democratic Party establishment in Washington is bracing itself at last to acknowledge that the Arkansas governor is virtually certain to be the party's presidential candidate in November.

"There are some rudimentary mathematical realities of the present situation," said Mr Ron Brown, party chairman, who has tried so far in vain to get his members to coalesce quickly behind one candidate so as to begin the battle against President George Bush.

Those realities are that Mr Clinton has won about 1,264 of the 4,288 delegates who will select the Democratic candidate at the party's convention in New York in July.

If he wins half of the delegates still to be allotted in primaries and caucuses - and he should do considerably better in some states, especially Arkansas - and half of the officials and committed members who will attend the convention as super-delegates, he will have assured himself of the 2,145 delegates needed to secure the nomination.

If Mr Jerry Brown, former governor of California and the

only other Democratic candidate still campaigning, were to win every delegate still uncommitted, a most unlikely proposition - he would fall short of the required total.

For Mr Paul Tsongas, who ended his candidacy two weeks ago for lack of money but is considering a revival now that he has won 28 per cent of the vote in the New York primary, the reality is that for him to take the nomination is practically, if not yet mathematically, impossible.

There remains a remote chance that no clear nominee will emerge, leaving room for party leaders to pick another candidate in a brokered con-

vention, but this is largely a fantasy of Washington pundits and of nostalgic power-holders who forget that they rewrote the party's rules to make such an outcome near-impossible.

Besides, the other possible candidates usually mentioned, such as Senator Lloyd Bentsen of Texas, epitomise the Washington power structures that voters have resoundingly repudiated in state after state.

Many Democrats, especially those Congress members whose fortunes in their re-election contests in November will be closely tied to those of their party's presidential candidate, remain uncomfortable.

The steady drip of stories

about Mr Clinton's problems with marriage, marijuana and the Vietnam war draft has not proved fatal, but has compounded the voting public's discomfit with a candidate who often appears evasive and too clever by half.

But the governor has proved himself a tough and resilient campaigner. Also, in the more substantive realm of policy debate, he has scored telling points over Mr Bush.

Among the Republicans, the president's road as candidate now appears free of danger, for the rebellion of Mr Patrick Buchanan, the right-wing television commentator who challenged him in the early prima-

ries, has largely subsided.

Even so, the administration still appears in disarray. It has struggled to produce statements of policy on the economy and health care, and has appeared unable to follow through on them.

While senior Republicans say publicly that they hope Mr Clinton will win the Democratic nomination, because he would be easy to beat, White House officials acknowledge that they have begun to shift their policy stance in recognition of Mr Clinton's emergence as a candidate who could represent the option of change.

Even in foreign affairs, generally reckoned to be Mr Bush's strongest suit, he has come second best to Mr Clinton in recent weeks.

Yet Mr Bush retains great advantages as an incumbent whose image is already well-formed for voters, most of whom still know little of his probable opponent, Mr Clinton, except that he may or may not have committed adultery and that he may or may not have dodged the Vietnam draft.

For both candidates, however, the very low turnout in every primary except that of New Hampshire, the first state to hold one, is the most ominous sign. Both have a lot left to do in order to reach voters.

## IADB officials to discuss capital injection

By Stephen Fidler  
in Santo Domingo

SENIOR officials of shareholder governments are to begin talks in September on a replenishment of the International Development Bank's capital.

Answering a question about whether the US would give up any of its share in the bank to accommodate European and Japanese demands for a greater shareholding, Mr Mulford said that would have to await the capital replenishment discussions.

However, he told journalists that the US would "have to think long and hard before we would wish to convey a message that we were losing interest in the region."

During the meeting, the bank would seek approval to expand its balance of payments lending "on a case-by-case basis" above the previous 25 per cent ceiling.

A bank management request for a new 35 per cent ceiling was rejected.

Mr Iglesias also said in Santo Domingo that he would like to stay in office at the bank after his current term has ended next year.

the bank's role in the 1990s was needed before figures could be discussed. For example, as the role of the bank changed, more of its lending should be directed to the smaller, poorer countries in Latin America.

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During the meeting, the bank would seek approval to expand its balance of payments lending "on a case-by-case basis" above the previous 25 per cent ceiling.

A bank management request for a new 35 per cent ceiling was rejected.

Mr Iglesias also said in Santo Domingo that he would like to stay in office at the bank after his current term has ended next year.



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## Promotion for Mexican

THE race to succeed Mr Carlos Salinas as Mexico's president in late-1994, has changed with the appointment of the head of the ruling party, Senator Luis Donaldo Colosio (pictured above), as secretary of urban development and ecology, writes Damian Fraser in Mexico City.

He is the only current presidential contender in elective office and succeeds Mr Patricio Chirinos, who has been nominated as the ruling party's candidate for governor of Veracruz state.

As head of the ruling PRI, Mr Colosio was deemed ineligible for the presidency. He will take over a ministry whose name will be changed, and whose responsibilities will soon be enlarged to include the management of the Solidarity campaign, a 42-year anti-poverty programme close to the president's heart.

Mr Colosio, 42, has a master's degree in urban economics from the University of Pennsylvania, and worked for six years in the budget ministry, three of them while Mr Salinas was in charge. He has since presided over a modest democratic reform of the PRI and steered it to a comfortable win in legislature elections last August.

The new minister is not as articulate or forceful as his main rivals - Mayor Manuel Camacho of Mexico City, Mr Pedro Aspe, finance and budget minister, and Mr Ernesto Zedillo, education minister, but he has the right technocratic and political credentials for the presidency. Above all, he has shown unwavering loyalty to Mr Salinas.

## Peru given long wait for election

By Leslie Crawford in Lima

PERU'S military-backed emergency government has promised a referendum on its planned constitutional reform and Congressional elections within 12-18 months.

Mr Augusto Blasie Miller, foreign minister, told a news conference late on Tuesday that President Alberto Fujimori would resign if the plebiscite rejected the reforms.

On Sunday, the president dissolved Congress, arrested opposition politicians and suspended constitutional rights, in what he called temporary measures to cleanse the judiciary and the political system of corruption.

The length of time the government is proposing before the return of some semblance of democracy was a surprise. Diplomats had expected a

shorter interval, in view of the suspension since Sunday of much-needed international economic aid.

Mr Blasie Miller said it would take at least six months for a special commission to draft reforms to the constitution, the judiciary and the constitutional tribunal.

The minister added that a dozen opposition Congressmen under house arrest would be freed within two weeks and that press censorship would be lifted. However, he made clear the government would not tolerate criticism while it was defining a new legal framework for political activity.

Meanwhile, former president Mr Alan Garcia said in a radio interview broadcast in Buenos Aires yesterday that he escaped arrest on Sunday. He seems to have taped the interview while in hiding in Lima.

## Judge keeps Noriega jury deliberating

By Henry Hammer in Miami

THE jury in the drug-trafficking conspiracy trial of the Panamanian former leader, General Manuel Antonio Noriega, sat yesterday it was deadlocked, but the trial judge in Miami sent it back for more deliberations.

The jurors seem in disagreement about one of the fundamental aspects of the case - whether or not Gen Noriega took bribes from the cocaine cartel in Medellin, Colombia, in

return for protection.

To prove this arrangement is central to the US government's case. Only if a business link is found to exist can the general be found guilty of two charges under the Racketeer Influenced and Corrupt Organisation laws, the most serious of the 10 charges.

The jury had asked Judge William Hoeveler on Tuesday for transcripts of the testimony of 10 prosecution witnesses

who claimed personal knowledge of Gen Noriega's arrangements with the cartel.

## Fresh hurdle in US-EC aircraft subsidies deal

By Nancy Dunnin in Washington and Andrew Hill in Brussels

**T**HIS US and EC have returned to bargaining over the terms of direct and indirect government support to civil aircraft manufacturers in the wake of a deal reached on April 1.

The agreement was due to be referred back to the US and EC governments for ratification before final agreement.

In Washington, the US Trade Representative's office played down the talks as a meeting "to tidy up loose ends in the agreement." McDonnell Douglas said at issue was a need to develop a formula to identify indirect benefits gained by commercial manufacturers from military contracts.

Sen John Danforth, a senior Republican on trade matters, yesterday strongly criticised the Airbus deal as "a travesty" because it gave the EC "an all-clear" for \$2bn in government subsidies. He introduced a resolution demanding the US not approve agreements ratifying foreign subsidies.

Both McDonnell Douglas, based in Mr Danforth's home state of Missouri, and Boeing

are supporting the tentative agreement as "a first step in the right direction."

In Brussels, a senior EC trade official said objections from US government departments to last week's EC-US deal on subsidies for civil aircraft manufacturers were putting the whole agreement in danger.

The official said the US had not attempted to reopen bilateral negotiations - which ended last week after six years of intermittent discussion - but that NASA, and the US defence and commerce departments had reacted strongly against limits on indirect government support to the civil aircraft industry.

The agreement, if ratified, would set a 33 per cent limit on direct subsidies, as a proportion of total aircraft development costs, and a double-limit on indirect support. As a whole, Airbus or the US manufacturers would be unable to receive indirect grants worth more than 3 per cent of total civil aircraft turnover, while indirect subsidies for individual manufacturers would be restricted to 4 per cent of civil aircraft turnover.

### OECD Export Credits Rates

THE Organisation for Economic Co-operation and Development (OECD) announced new minimum interest rates for officially-supported export credits for Apr 15 - May 14 (Mar 15 - Apr 14 in brackets):

D-MARK 9.27 per cent (9.06);
ECU 9.21 (9.15)
FRENCH FRANC 10.14 (10.00)
GUILDER up to 5 years 9.70 (9.45), 5-8.5 years 9.50 (9.25), more than 8.5 years 9.40 (9.20)
ITALIAN LIRA 11.94 (11.83); YEN 6.80 (same); PESSETTA 12.25 (12.32); STERLING 10.85 (10.44); SWISS FRANC 7.60 (7.45); US DOLLAR for credits of up to five years 7.18 (6.72), 5-8.5 years 7.55 (7.58), for credits of over 8.5 years 8.26 (7.96).

These rates are published monthly by the Financial Times, normally around the middle of each month.

A premium of 0.2 per cent is to be added to the credit rates when fixing at bid. Interest rates may not be fixed for longer than 120 days.

SDR-based rates of interest are the same for all currencies but must be used only for the OECD-defined poor countries. The SDR-based rate was changed on February 15. It will be subject to change on July 15.

## Call for agreement on foreign funding

A multilateral agreement on foreign direct investment is needed to pre-empt growing political pressure for restrictions, according to a paper published by the Group of Thirty, an international think-tank, writes Geoffrey Dyer in Washington.

The author, Prof Raymond Vernon of Harvard University, predicts the rules for foreign investment will become a serious source of tension. "A bad multilateral agreement would be better than no agreement at all," said Prof Vernon, especially, he said, if the alternative is an aggressive US acting unilaterally.

### Group invests in Estonian cement

A consortium of US and European cement companies has paid \$16m (£5.5m) for a 25 per cent stake in Estonia's largest cement company, marking the independent Baltic republic's biggest foreign investment and privatisation deal, writes Anthony Robinson.

Mr Ronald Launder, co-owner of the Estee Lauder cosmetics group, brought his Central European Development Corporation into the deal as lead investor in Atlas Cement.

### BA wins Kuwait Airways deal

British Airways has agreed to help relaunch Kuwait Airways as a leading Middle Eastern and international airline by seconding BA managers and other staff to assist in the reconstruction of the Kuwaiti carrier, reports Paul Betts, Aerospace Correspondent.

### Bell wins C\$1bn helicopter order

Canada's federal government is ordering 100 Bell 412 helicopters from Textron Canada for about C\$1bn (£485m), writes Robert Gibbons in Montreal. They will replace a mixed national defence fleet.

The complaints stem partly



Work is close to completion on a new wing for Amsterdam's RAI trade exhibition centre

## Britain defends HK airport contracts

By Simon Holborth in Hong Kong

BRITAIN'S trade representative in Hong Kong, Mr Peter Heap, yesterday defended the UK's success so far in winning consultancy contracts for the colony's new HK\$114bn (£14.5bn) airport and related projects and denied there had been any favouritism.

Mr Heap's intervention comes at a time when the Hong Kong government is under criticism from some local politicians and the Beijing-sponsored press for allegedly awarding the lion's share of consultancy contracts to UK

companies. He denied the UK had benefited disproportionately in the award of larger civil engineering contracts. Out of the 25 works contracts awarded only two had gone to UK companies, he said.

Mr James Blake, the colony's secretary for works, said in a written answer to the Legislative Council that of 38 consultancy contracts let, UK companies had figured in 31.

from anti-British elements in the colony. They also come from pro-Beijing forces who believe the airport and its associated projects is a UK device to transfer Hong Kong's riches to the UK via contracts before the 1997 hand over of the colony to China.

Mr Heap said it was to be expected that British engineering consultancies would do well in winning consultancy work; many of the world's biggest and best engineering consultancies were British, he said.

He denied the UK had benefited disproportionately in the award of larger civil engineering contracts. Out of the 25 works contracts awarded only two had gone to UK companies, he said.

Mr James Blake, the colony's secretary for works, said in a written answer to the Legislative Council that of 38 consultancy contracts let, UK companies had figured in 31.

## Caribbean seeks role as world's paperless tiger

**I**N AN unpretentious factory building on the outskirts of the famed resort town of Montego Bay on Jamaica's north coast, the only discernible sounds are those of computer keyboards and the hum of air conditioners. Several people sit before rows of computer screens, entering data.

It is neither an office nor a factory. In fact, the office is thousands of miles away, in New York, Toronto, London. This is the cutting edge of offshore information processing, a new industry in the Caribbean and one which countries in the region are exploiting as companies try to make the technological leap away from paper.

"There are 328bn paper pages in offices in the US and people are looking for better ways of handling these," says Mr Taher Bebehani, director of US operations for the Information Technology Exchange Group. "Conversion is costly because this involves substantial data processing. Offshore operations can reduce the cost of this."

Converting such data is only one part of the information processing market which Caribbean countries are seeking. The Dominican Republic, Barbados and St Lucia, in addition to Jamaica, are becoming centres for the offshore information processing industry.

The services include processing airline tickets, insurance claims, mailing lists, coupons for credit card companies, banks and other financial institutions, hospital patient lists and electronic publishing, hotel and airline reservations and credit card authorisation.

There is continuing and growing demand for other services such as custom-built software programming, voice applica-

tions, video conferencing, mapping and geological services and computer-aided designing for architects.

In just one example, a subsidiary of American Airlines ships tickets to Barbados and the Dominican Republic where they are processed in computers and the information sent by satellite back to the US.

High speed data transmission facilities - teleports - have been constructed in Jamaica, Barbados, St Lucia

and the Dominican Republic. This allows the Caribbean to get a slice of the growing telephone marketing or phone-based mail ordering industry. A call made in the US on an 800 toll-free line could be answered in one of these Caribbean states and the transaction completed in the US in a few minutes.

The Jamaican teleport, located in Montego Bay, is a \$8.5m (£4.3m) joint venture by American Telephone and Telegraph of the US, Cable and Wireless of the UK and Telecommunications of Jamaica. The teleport offers facilities for voice, facsimile and data transmission, toll-free services and voice-and-video tele-conferencing.

"We tell our prospective clients that if they can move it from the ground floor to the fifth floor, then they can move it from the ground floor to Jamaica for much less," says Mr Winston Gooden, acting vice-president of Jamaica Promotions, the island's industrial

development agency.

The Caribbean faces competition from the Philippines, Ireland and Singapore, but feels it can get more than a small share of the fast-growing information processing market, in which Mr Lawson Nurse, a director of the Barbados Industrial Development Corporation, says US companies spend about \$50bn per year.

"The information processing industry began here 25 years ago and has grown steadily," says Mr Carl Clarke, Barbados' trade, industry and commerce minister. "During the early period of the industry's development, the type of work done was basic and low-skilled. However, in recent years, there has been a definite shift to the higher value-added type of processing activities."

The Caribbean countries have been able to increase their share of the information processing market through lower wage rates, which are about a third of that paid in the US. Recent improvements in the region's telecommunications infrastructure have also helped in addition to the teleports, companies such as Cable and Wireless have been upgrading several national telecommunications systems.

Mr Gooden says the turnover of workers in the information processing industry in the US is about 35 per cent, while in the Caribbean a staff turnover of 5 per cent would be considered high. The accuracy level of workers in the Caribbean operations is significantly higher than that of those in the US, he claimed.

The Caribbean countries also benefit from the pollution-free nature of the industry, which is environmentally compatible with their tourism.

## Norway may get gas sales boost

SEVERAL European buyers of

natural gas from Norway's giant Troll field have agreed to a novel adjustment in the terms of their purchase contracts which could increase significantly sales revenue earned by Europe's biggest gas supplier, reports Karen Fossli from Brussels.

Norway this year will export more than 380 billion cubic metres (bcm) of gas to France, Germany, Holland, and Belgium.

It is under pressure from

buyers to boost sales further

and exports will expand to

around 40 bcm of gas in 1994

under the Troll supply accord.

Under a new clause in the

Troll contract - a so-called price review clause - both the buyer or seller may demand

prices be renegotiated at any

given point in time to better reflect prevailing market conditions.

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## ELECTION 1992

## A campaign where the bland led the bland

I WAS NOT the best of times, nor the worst of times. Often, it was almost the blandest of times.

Elections, it seems, are now such delicate democratic organisms that they must be swaddled in verbal cotton wool, coated in a flannel of photo-opportunities and as slickly packaged as a weekend in Disney-world.

Seldom can so much effort, film, tape and newsprint have been expended by so many to enlighten so little.

Yet, as the broadcasting audience figures prove, the making and breaking of prime ministers and parties is still a process that captures the public's imagination.

This morning, as millions of voters wake to the buzzes and beeps of

digital clock-radios, the few thousand political activists that have actually participated in the grueling four-week campaign will be entitled to thumb their noses at the rest.

For the 3,000-odd candidates – hopefuls and hopeless alike – there is little more to be done beyond a few last rallying calls with the loud-hailer and the ferrying of elderly voters to the polling stations.

The economy and the National Health Service dominated the agenda. Education and Europe fell off it.

But what of Dirty Tricks '92? Alas, it was all got up by press-wishful thinking. In spite of wide-

spread billing as the vilest election in history, the contest ended up with little more than the occasional egg on its face.

Much of this can be blamed on Mr John Smith. His decision to come clean – well, cleanish – on his tax and spending plans with his shadow Budget at the start of the campaign was the equivalent of bricklaying up a veritable Klondyke of gaffe opportunities.

Mr John Major's efforts to conjure up a Nightmare on Kinnock Street was just no substitute. What is more, the red menace charge carried no more conviction than Tory sightings of the first economic upturns of spring or Labour's

pledge to reverse NHS underfunding at the toss of a billion-pound coin.

Indeed, just to prove the Labour leader harmless, his minnows took him repeatedly to school-playgrounds where he showed the cameras that he could sing nursery rhymes with the kids without swallowing so much as a baby.

As Mr Neil Kinnock went soft, Mr Major got tough on a bar stool and Mr Paddy Ashdown got combatively moderate.

It was not until the now-celebrated War of Jennifer's Ear that anybody actually lost their tempers. Rather like his historical namesake, the great-grandmother

putte is now best remembered for its sound and fury rather than for its root causes.

The diversion, nonetheless, allowed righteous indignation a shortlived opportunity to muscle the politicians' more run-of-the-mill hyperbole off the stage.

For a while, too, the human story of one girl's wait for NHS treatment seemed to inject a little everyday reality into the otherwise otherworldly mélange of borrowing requirements and pay differentials. But the true guts of the health debate – how a government rations care with limited resources – was too complex an issue for anyone to unravel. The polls

bounced, then returned to par.

For the most part, it was a battle between the Big-endians and the Little-endians with the overstated cases of both parties, requiring like any other theatrical performance, the willing suspension of disbelief.

Mr Michael Ignatieff, the academic and broadcaster, was not alone in remarking on the surrealism of it all. "My worst moment," he recalled yesterday, "was finding myself kneeling on a motorway bridge in Cheadle with Paddy, talking to a 4-year-old about news."

There were plenty of other embarrassments. Mr Kinnock's spine-chilling exhortation – "Werrrrr-liggggitt!" – at his Sheffield rally

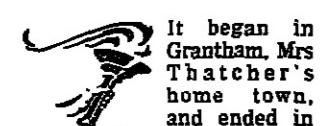
was one; another was Mr Major's camp love affair with his soap box: "Wherever I go for the rest of this campaign, my soap box will go with me."

To this observer, there were only two memorable moments of truth. The first was when Mr Kinnock frankly explained that the economy would be safe in his hands because he wanted to be re-elected; the second, Mr Major's poignant plea to voters at Wembley on Tuesday not to have his home repossessed nor to be turfed out of his new job.

But in these blandest of times, it would be ungenerous to carp. Middle-income, medium-powers like Britain should, perhaps, be grateful for middling politicians nurtured, like the rest of us, on the National Health Service and free school milk.

## Long-distance bussing to reach personal ends

FT writers on the party leaders' campaign travels



It began in Grantham, Mrs Thatcher's home town, and ended in Dulwich in south London, where she bought her post-Downing Street home. In almost every other respect John Major's campaign has been a contrast to his predecessor, Alison Smith writes.

The three and a half weeks on the road have been a process of Mr Major's finding his own voice on the campaign trail.

His inexperience at this level of campaigning, with his inability to rouse an audience of the faithful to the heights of ecstasy they reached under Mrs Thatcher, told against him.

In his favour were the fact that people like him, his mastery of his brief – albeit in slightly bureaucratic language – and his enjoyment of going out on tour.

His interest in what he was shown, whether it was a cold-store in Sheerness docks, or a machine tool factory in Tamworth, amazed the travelling press.

He said early in the campaign: "I don't believe you can find out what is happening in the schools or indeed anywhere else simply by sitting behind a desk in Whitehall."

The belief that if everyone in the country could just talk to him for a few minutes the Tories would win by a landslide lay behind the barstool "Meet John Major" sessions with invited Tory audiences. He handled them competently but they lacked bite and were too low-key to give the campaign momentum.

The real innovation was the speech-on-a-soapbox, a reprise of his early political days in Brixton. The soapbox first appeared at the end of March when there was disorder on a walkabout in Luton, and appeared three times afterwards. It has not been used since Mr Major said he would take it everywhere with him, but the sharper style and apparently greater confidence have remained.

He – or rather his tour managers – have been the despair of press photographers. The number of factories and businesses on the tour was more

than all the schools, hospitals, sporting venues and farms – which would be expected to yield better pictures – put together.

His speeches at the seven set-piece rallies have benefited dramatically from his working on them more himself, though this led to some *longuers* during the campaign day which often lacked urgency and focus.

Nearly 10,000 miles and 26 days later, Mr Major is a better campaigner. But an election during a recession was not the best time to be on a learning curve.

The banana-yellow battle bus of Mr Paddy Ashdown, emblazoned with the Liberal Democrats' "My Vote" slogan, ended its tour in the party leader's Yeovil constituency last night, Ralph Atkins writes.

Its success will be measured in the extra votes Liberal Democrats are expected to win tonight. The failures? It is still not clear what "My Vote" actually means.

The effectiveness of the leader's tour has surprised even party officials. One admitted yesterday that strategy meetings had descended into witty repartee, in the absence of decisions to be made.

It could have gone horribly wrong. The punishing schedule – literally from dawn to after midnight, from the Scottish Highlands to the tip of Cornwall – could have led to physical exhaustion and disgruntled journalists. One Ashdown aide said: "If we were five points down, not up, in the opinion polls, we'd be very different."

To impartial observers the fireworks, dry-ice and streamers surrounding the leader remained unchanged until the final hours. Mr Kinnock was enveloped in the trappings of a senior statesman, hopping from aircraft to Daimler to selected audience, his every handshake orchestrated to perfection.

The public has rarely had the chance to tackle the man who will be prime minister in the way allowed on the few television and telephone confrontations which have brought back a taste of excitement and danger to the hustings.

Mr Neil Kinnock as the next prime minister is commonplace at Labour rallies. With campaigning virtually over this no longer carries the empty ring of impending failure, Michael Cassell writes.

Mr Kinnock and his team, hopelessly exhausted yet spurred on by the sweet smell of victory, believe the ultimate prize is but hours away. The leader's voice is wrecked but his temper has not frayed.

The entourage appears deeply drained but highly relieved that the slog is over.

But there is also controlled exhilaration. When an aide remarked on the late flight back from Lancashire "this has been the easy bit, from Friday we start the real job," she meant it.

Talk of how Gerald will perform, whether Gordon will strike up a healthy relationship with business, who will be the first cabinet member to get the chop is all discussed with an impressive air of certainty. The language of speculation has drifted away.

But throughout the last few hectic hours of plane-hopping, photo-calls and sound bites, Mr Kinnock's men and women have been anxious that no one should go over the top in public and risk offending those who remain undecided by displaying a touch too much triumphalism.

The accusation originated after the Sheffield spectacular, a rally Mr Kinnock defended as a "joyous expression of confidence and unity" but which critics portrayed as arrogant and over-confident.

The campaign tactics surrounding the leader remained unchanged until the final hours. Mr Kinnock was enveloped in the trappings of a senior statesman, hopping from aircraft to Daimler to selected audience, his every handshake orchestrated to perfection.

In addition, the outcome in many key Scottish constituencies, where four parties are contesting marginal seats under the first-past-the-post system, is virtually impossible to forecast.

A poll for The Scotsman newspaper, while showing Labour and the Conservatives unchanged on 41 per cent and 22 per cent respectively,

showed a 2-point rise in backing for the Liberal Democrats, to 11 per cent. Although that is well below their average of 18 per cent in national surveys, much of their support is entrenched in rural constituencies where individual MPs have strong personal followings.

While both Labour and the Conservatives publicly took comfort from the apparent decline in the nationalists' fortunes and from a decline in support for independence, opinion polls have in the past understated the SNP's support.

In this part of England the country is perceived as being run from the south-east, for the south-east, Roger Matthews writes. Party leaders have reinforced that impression as they have increasingly relied on the electronic media to get their message across.

Local candidates make great play where they can of their affinity with the region – people in Lancashire have been heard to say "the lad's not from round here so he can't understand cotton" as a definitive reason for voters opposing a candidate.

The once and future leaders of Britain descend briefly on the region, often for a staged photo-opportunity, make little

more than a passing nod to the separate needs of the area and head straight back to London.

**MIDLANDS:** Three weeks ago Mr Neil Kinnock walked into Birmingham's International Convention Centre in a rally to launch the Labour campaign. Richard Donkin writes. But all the subsequent rallies and tours by the party leaders, played out for the media, have borne little resemblance to the campaign on the ground in the west Midlands.

The candidates make great play where they can of their affinity with the region – people in Lancashire have been heard to say "the lad's not from round here so he can't understand cotton" as a definitive reason for voters opposing a candidate.

The once and future leaders of Britain descend briefly on the region, often for a staged photo-opportunity, make little

more than a passing nod to the separate needs of the area and head straight back to London.

**SOUTH-EAST:** In this region the sand of recession has clogged up the electoral machinery, David Marsh writes. And the many who feel they have lost out under the Tories are in a mood to exact vengeance.

Even if the Tories confound the pollsters and scrape home, the policies of any future Major government would be much less geared to promoting red-blooded capitalism.

In southern England, much has not changed. The division into "them and us" is still ever-

present, emphasised by the separate appeal of the two main parties to different thicknesses of wallet.

For all the modernisation of the Labour party, its candidates – on the whole more human, more humble and more humorous than the dozen Tory incumbents I have interviewed – still see that old devil "market forces" as their chief enemy.

**LONDON:** Labour's London campaign team thought it would be tilting at giants, but they turned out to be only windmills, David Owen writes.

Tory tacticians have not come up with anything remotely comparable to Labour's Big London idea: a strategic government for the capital.

Winning the campaign will not necessarily win Labour the 21 London seats it needs to secure an overall majority. For once, though, Labour has made every effort to smooth its own path. Polls suggest that 16 or 17 gains may be within its grasp.

**SCOTLAND:** The final pre-election polls in Scotland have not been encouraging for the Scottish National Party, James Buxton and Bethan Hutton write. Three polls yesterday showed the party's support declining by about 2 points, to between 24 and 25 per cent.

**NORTH-WEST:** In this part of England the country is perceived as being run from the south-east, for the south-east, Roger Matthews writes. Party leaders have reinforced that impression as they have increasingly relied on the electronic media to get their message across.

Local candidates make great play where they can of their affinity with the region – people in Lancashire have been heard to say "the lad's not from round here so he can't understand cotton" as a definitive reason for voters opposing a candidate.

The once and future leaders of Britain descend briefly on the region, often for a staged photo-opportunity, make little

more than a passing nod to the separate needs of the area and head straight back to London.

**STERLING:** The pound closed at DM2.835 on Friday night.

Sterling's relative steadiness has been due to judgments by currency dealers about what would happen should sterling approach its ERM floor at about DM2.78.

Unless Labour chose to devalue, the Bank of England and other European central banks would be forced, under the system's rules, to support the pound. As a result, at a point close to the lower limit, the pound would look undervalued, and would be bought by investors.

Mr John Sheppard, an economist at investment bank S.G. Warburg Securities, said: "The ERM has made politics less of a threat to the exchange rate."

Mr Paul Cherkow, chief currency analyst at the London office of Citibank, the US bank, said that few main players on currency markets appeared to believe that Labour would devalue. He said that among the big banks and institutions active in the market, "there is little evidence that anyone is ready to sell the pound".

Impending damage to Square Mile lifestyles was viewed with curiosity rather than anxiety by the Young Stockbroker. "I was 18 when Labour was last in power so I can't really recall what it was like," he confessed. "And remember that the foreign-exchange dealers are even younger than I am."

An entire generation of City practitioners has indeed grown up since the Conservatives came to power in 1979.

The new aggressive trading style will be strongly in evidence tonight, when many big broking firms are planning to stay open most of the night.

In gilt-edged, for instance,

unofficial trading will start at about 10pm, when the official polls close and the exit polls are published, and will continue as the results are declared through the night.

Early dealing for UK and Continental clients could be replaced by US trading, and eventually the Far East may come on-line, depending on how unpredictable the election turns out to be.

The official markets are only making modest gestures to the big occasion, however. The Stock Exchange's Seag equity trading system will open just half an hour early on Friday morning.

If Labour wins and introduces its threatened high-tax regime, will it be possible to motivate people to work the kind of hours and accept the kind of stresses which have become normal in the City of London's financial markets?

Already there are stories of many City firms rushing out bonuses by last week so that their employees could benefit from the relatively benign tax rules of the last financial year. In some cases, apparently, companies have paid the whole of the coming tax year's salaries in advance as a precaution against a threatened 19 per

cent jump in the marginal tax rate.

Veterans remember the days when tax on earnings was anything up to 95 per cent. But only a few partners in City firms were liable to such rates, and then only in theory. They could hire the best tax experts to reduce tax liabilities.

Today the partnerships have nearly all been bought by big banks which may make it harder to remunerate people in a tax-efficient way. On the other hand, in the absence of exchange controls a whole new category of avoidance schemes has become possible. A recent colourful example was the device of avoiding National Insurance contributions by paying people in gold bars lodged temporarily in offshore havens.

At the lunch the genial atmosphere failed to overcome entirely the underlying gloom. But it would take more than the approach of a fierce-taming socialist regime to knock the Technical Analyst off his stride. He knew that sheer uncertainty was the greatest threat to the stock market.

"I take it, gentlemen, that we will all be short-term buyers of the market whatever the result on Thursday," he said.

## ERM eases fear of £ devaluation

By Peter Marsh, Economics Staff

STERLING has steadied this week as investors have reasoned that, should Labour form a government, it would be unlikely to devalue the pound from its central rate in the exchange rate mechanism of DM2.835.

Entry into the ERM 18 months ago, fixing the pound within set limits linked to the D-Mark, has reduced the opportunities for the pound to lose value from its central rate in the system's rules, to support the pound. As a result, at a point close to the lower limit, the pound would look undervalued, and would be bought by investors.

The ERM link has removed a lingering Labour nightmare: that should it be poised to take power, huge sums of money would flow out of Britain because of investors' antagonism to a change of government.

For much of the 1980s, that nightmare was made more credible by the globalisation of financial markets and the impact of telecommunications technology, allowing millions of pounds to be switched between countries in seconds.

When Labour was last in office in 1979, the potential to do this was limited by

exchange controls and less-advanced technology.

Last night in London, sterling closed at DM2.8425, unchanged on the day and up from DM2.835 on Friday night.

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# Major keeps post-election options open

By Alison Smith

A CONSERVATIVE opposition might not inevitably vote down a minority Labour government's first legislative programme, Mr John Major hinted yesterday, although he emphasised throughout the day that he was "stone cold certain" of a working majority.

On the last day of campaigning, he was drawn into discussion of what might happen in a hung parliament, his emphasis notwithstanding that the question was hypothetical.

Speaking on the BBC's Election Call phone-in, he responded to a question from Mr Tony Halmos, a Liberal Democrat campaign worker, by saying: "I would study what was in the programme and what I thought was in the interests of the country."

He did not know what Labour would put in its programme, but "if they put in the policies that they have at present outlined, we would certainly vote against that".

At the final morning's press conference, where he was flanked by senior cabinet colleagues, Mr Major said the party's evidence showed that the Tories would get a clear majority.

Setting out the stark choice between the parties over a range of issues from the economy and taxation to choice in housing and education, he added that if it were not for the "bruises" caused by the recess-

sion he did not doubt that the Tories would have an increased majority.

He also rejected any idea that he might regret having embarked on the health service reforms, which have been a focus for Labour claims of a "two-tier" health service.

The reforms were, he said, providing better health care for everyone, and he predicted that by the time of the election after today's, the overwhelming majority of people would be defending them.

Later, he highlighted the movement back towards support for the Tories over recent days. "I'm finding day after day that there is slippage back into our column, back into our camp, back into our sort of Britain," he said on the steps of Dulwich Conservative Club.

"We have plans for the future of Britain that no other party can match, prospects for the future that no other party can deliver, and ambitions for the future that no other party can contemplate."

In Lewisham, where the Tories hold two seats by small majorities, Mr Major met again the man who signed him up for the Brixton Conservatives in the early 1980s, and was involved with him in soapbox politics.

Mr Derek Stone, a builder from south London, said that he and Mr Major "made a big stand, which we used to speak on Saturday afternoons".

## Kinnock stresses reconstruction

By Michael Cassell

MR NEIL KINNOCK, Labour leader, last night made an even-of-politicians appeal to the electorate to reflect a "Tory future of insecurity, rundown and division" and to allow a Labour government to build a Britain capable of becoming a "pacemaker" in Europe.

With hours to go before polling started, Mr Kinnock told a rally in Barry, South Wales, that Britain wanted a government that pulled the country together and pushed it to greater achievements.

He said the election would not be won as a result of three weeks' campaigning but because of the government's long record of "failure and fracture". The Tories could not escape a past of complicity about the state of the economy and contempt for the very idea of society.

The Labour leader said: "The Tories cannot escape their own record. Tomorrow they will not escape the verdict of the people. People want to be rid of them."

Mr Kinnock said his government would immediately begin the task of getting Britain out of recession. The need for action to reconstruct its industries, sciences and skills was urgent, with only eight months to go before the nation was

forced to compete in the world's biggest single market.

He highlighted Labour's programme for increased investment in education and in the National Health Service, and said a priority for Labour would be the building and repairing of homes so that families did not have to suffer the misery and insecurity of bad housing, overcrowding and homelessness.

Mr Kinnock accused the government of concentrating power in its hands and of becoming "frenzied" with deregulation in standards of safety and probity". They had been hyperactive in cutting top tax rates and slicing bottom-rate benefits. Their failure to build up the economy and invest in the nation's future had been a matter of conviction and doctrine, a belief in leaving the future to chance.

Mr Kinnock said that Labour pledged to "make the break" with the Tory years and to build industrial success and civilised standards. The task could not be accomplished overnight, and he was not promising miracles. By the end of this century he wanted Britain to celebrate the millennium with something better than a big New Year's Eve party. He wanted to put Britain "back in the lead where it belongs".

As the campaign drew to a close, it was difficult not to feel sorry for Norman Lamont. The chancellor shot his credibility last year by prematurely predicting an economic upturn "round the corner" and spying too soon the "green shoots" of recovery, and so has been in no position to exploit several recent signs of the economic revival.

If it takes at least three bits of evidence to make a trend, there is reason to hope for better times ahead. One survey this week has found a majority of UK businessmen expecting higher orders and sales.

Another report says that Britain's purchasing managers are buying more.

Retail sales have edged higher for two months and consumer confidence has risen.

Such evidence may not be enough to declare an end to the recession.

But should we be surprised, if, at some point in the future, statistics show that the British economy was moving upwards in April 1992?

**Still friends**

Yesterday's note about the Conservative party advertising campaign brought a forthright response from Saatchi and Saatchi Advertising.

Bill Muirhead, the chairman and chief executive, says that the firm's relationship with Conservative Central Office is excellent, and that there is absolutely no question of the account being "as good as lost".

Meanwhile, it's back to nail biting.

**Murdoch solid**

No election eve nerves on the part of Rupert Murdoch. Some thought his British newspaper empire might at least hedge its bets in the face of a possible Labour victory, but yesterday demonstrated otherwise.

Although Today, Murdoch's faltering middle-market paper, has conducted a fair-minded election campaign in terms of its reporting, its final editorial came down squarely behind John Major, as the man to trust with Britain's future.

Predictably, The Times, having visited briefly the arguments for Labour, also argued for the "likeable" Major.

The Sun took a promiscuous two pages, including the front, to make the same point.

## Ashdown claims victory in battle for high ground

By Ralph Atkins

THE LIBERAL Democrats have stopped UK elections descending into US-style negative attacks and tax-based attempts to bribe voters. Mr Paddy Ashdown claimed last night at his final rally of the campaign that his Yeovil constituency, the Liberal Democrat

more positive agenda in response to the Liberal Democrat campaign, Mr Ashdown told an enthusiastic audience of party supporters in Taunton.

In a speech embracing his party's themes - particularly education - Mr Ashdown again pitched for a coalition government if today's poll results in a hung parliament.

Touring his Yeovil constituency, the Liberal Democrat

leader warned that either an early second general election or a minority government would be damaging to Britain.

Liberal Democrats believe

that Mr John Major's hint on the BBC's Election Call pro-

gramme that he might not vote

down a minority Labour govern-

ment's Queen's Speech will

play to their advantage.

Party strategists will slow

events if today's poll results in

a hung parliament. Mr Ashdown told journalists: "There will be no rushing around. It is a business that must be taken carefully, the formation of a government."

He intended to have a quiet

Friday "and a couple of beers or three."

At the Taunton rally, he

said: "Both of the other two

parties were determined in this

election to concentrate on their

negative attacks. Britain was

in great danger of descending

into a form of politics in which

the party which bribed you the

most was always going to win.

It was the Liberal Democrats

who had the courage to stand

up and be counted."

He told supporters: "The

more votes Liberal Democrats

win, the more seats we win,

and the more power we will

have to ensure good govern-

ment for our country." He pre-

dicted Liberal Democrat gains

across south-west England:

"There are beacon being lit all

across the west country - Lib-

eral Democrat breakthroughs

every one."

He told his audience that the

election, "is about your chil-

dren, your community, your

country. It is about our long-term success, as well as

our short-term difficulties."

## Lib Dems hope for two votes in Solihull

**Paul Cheeseright** hears the final verdict of the Martins, the FT's family of floating voters

MR NEIL KINNOCK's final attempt to lure floating voters into the Labour net has failed

to reach the Martin family.

This evening, when Lyn, Tony and their first-time-voting son, Russell, walk out into Keswick Road, Solihull, on their way to the polling station, the Conservatives will be sure of one vote and the Liberal Democrats can count on one - probably two.

The Martins have never taken an election as seriously as this one. "We started the campaign with an open mind," said Tony. They have watched the news, seen the party election broadcasts, grown weary of the debates on TV and felt,



The Martins: one Tory, maybe two Lib Dems

latterly, that they were being side-tracked. "Instead of getting to grips with it [the issues], it's all about this PR," complained Lyn.

She, like her mother, will vote Conservative. But not, it appears, with vast enthusiasm. "I think it's a case of 'better the devil you know,'" she said.

"We've fared quite well under the Conservatives. There've been times with the high mortgage rates when we've really struggled." Then, as an afterthought, "but we struggled under Labour".

Tony has been impressed with the way Mr Paddy Ashdown has handled the Liberal Democrat campaign. He voted Labour in the 1970s, following his parents who now have switched to the Liberal Democrats. For a spell in the mid-1980s he was somewhat reluctantly, a shop steward. That scarred his thinking. "If I thought Labour would get in, I'd vote Conservative. But if it's going to be a hung parliament, I'm inclined to vote Liberal Democrat."

Russell has not made up his mind. "I've still got time. I want to let it go right to the wire. But he is edging towards the Liberal Democrats. The poll tax has coloured his view of the Conservatives: "It was a mistake and yet they know it was a mistake. It's the one mistake that's forced me away from them."

Like his parents, Russell concedes that "Mr Kinnock has brought a lot of good things up". But he draws back. "The way, like, Kinnock avoids things. I don't like people like that. I like people like Paddy Ashdown who hit things on the head." Still, he views the prospect of a Labour government with a detached equanimity. "If they do get in, I'd be ready to give him [Mr Kinnock] a fair crack of the whip."

Lyn and Tony are more fearful. The past dogs them. "Labour is so union-oriented. There'll be lots of strikes again," said Lyn. Tony argued: "I think with Labour they're manipulated a bit by the unions. It's just been pushed to the background." Labour's campaign has failed to break down this resistance. "Mr Kinnock just aggravates me," confessed Lyn. Tony said: "I don't think I could trust him."



secretary, has been having at least as difficult a campaign as his political master.

As MP for Luton South since 1979, Bright is defending a 5,115 majority against Labour's Bill McKenzie, a former Price Waterhouse partner who gave up his accountancy job to fight the seat in 1987.

Bright has already accused McKenzie's wife of organising a "mob" of "thugs" who barracked the prime minister when he visited the town.

Under pressure from McKenzie's solicitors, he was forced to issue an embarrassing apology.

Next Bright alleged that, if Labour wins today, councils would have "compulsory powers" to repurchase homes bought by former tenants. Even Bright's agent has admitted in response to protests that the claim is overstated.

A Conservative leaflet also charges that Labour would "lower educational standards". The section is headed "Labour's disastrous programme".

**Party tolls**

Severn River Crossing has waited until the election is out of the way before calling a press conference next Monday to confirm that tolls on the Severn Bridge into Wales will

go up from the present £1 each way to £2.80.

Severn River is a subsidiary of the Anglo-French consortium that has been awarded the contract to build the second crossing of the estuary, due to open by 1996.

Tolls are such a contentious issue in Wales that an announcement of an increase before the election could have had all sorts of consequences.

The Welsh Nationalists would like them abolished altogether. Labour would like them to go, but can't afford to do so. The Conservatives, however, are in favour of the proposal.

He works from a set of principles - belief in individual choice, responsibility and ownership - which are as true to the tradition of One-Nation Conservatism as they are to the ideology of his predecessor.

His election manifesto replaces the radical zeal and

simple truths of the Thatcher years with page after page of dispassionate pragmatism. She was determined to change the world from the top down, her successor promises to work from the bottom up.

Mrs Thatcher herself offers private testimony to the break with the past. Despite her public loyalty during the campaign, her disdain for the policies of her successor is an open secret. She believes that he has been too lax over public spending and borrowing; she is dismissive of the Citizen's Charter; she is convinced that he gave too much ground to Britain's European partners at the Maastricht summit.

His election manifesto

replaces the radical zeal and

simple truths of the Thatcher years with page after page of dispassionate pragmatism. She was determined to change the world from the top down, her successor promises to work from the bottom up.

It is well known that the opinion polls will be proved hopelessly wrong. That in the privacy of the ballot box the voters will decide to forgive the prime minister his party's sins for fear of Labour's tax plan.

If that happens, Mr Major will be free of the baggage of his past, with a mandate to shape his own political identity. If Mr Kinnock wins, Mr Major's party may prove as unforgiving as the electorate.

Mr Major, though, has not

given up on the present election.

He has been trying to

convince the electorate that

he is a different person.

He has been trying to

convince the electorate that

he is a different person.

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convince the electorate that

## NEWS: UK

## Rise in truck sales signals market upturn

By Kevin Done,  
Motor Industry Correspondent

THE FIRST sign of the start of a recovery in the UK new vehicle market emerged last month with a rise in the sales of heavy trucks, the first monthly year-on-year increase since September 1989.

While new registrations at the light end of the commercial vehicle market, led by sales of small vans, continued to fall heavily in March - in line with the continuing decline in the car market - registrations of heavy trucks (above 16 tonnes) in March were 18 per cent higher than a year ago. As a result, heavy truck sales for the first three months at 4,250 showed a year-on-year increase of 2.7 per cent.

The commercial vehicle sector is a significant economic barometer, with vehicles going to many key sectors from retail distribution to construction.

Truck makers have suffered their steepest decline of the post-war period with sales falling last year to the lowest level since 1984. More than half the

market has disappeared since late 1988, and heavy truck sales were one of the first segments of the UK vehicle market to show the impact of the gathering recession 2½ years ago.

In part, heavy truck sales last month were artificially inflated by a change in safety regulations, with mandatory fitting of anti-lock braking systems from April 1. This had the effect of pulling some registrations forward into March, but heavy truck makers insisted yesterday that the market had bottomed out.

"The market for heavy trucks for articulated trucks stopped falling in the last two months of last year and there is now an upward trend," said Mr David Thomas, director of the truck division of Mercedes-Benz (United Kingdom).

The rise in demand is coming from the medium and long range distribution sectors, such as the oil industry, where safety regulations limit the age of trucks in service. Sales to the construction industry remain very depressed.



Tony Lantos  
Breakfast special: BR's Deborah Bunker serves Jean-Etienne Giamarchi on yesterday's Paris-Brussels express

### BR serves up alternative to petit-déjeuner

INTERCITY, the British Rail flagship, contributed to its own *entente cordiale* this year by serving up bacon and black pudding on the Paris to Brussels early-morning express, writes Richard Evans.

Continental travellers have had their croissants and coffee supplemented by BR's "Great British Breakfast" as part of an InterCity campaign to dispel its reputa-

tion for not-so-haute cuisine.

In a week-long experiment, a team of InterCity executives, chefs and stewards are serving full British breakfasts on the 7.05am businessman's express from Paris, and an evening meal on the journey back from Brussels. Out of 150 customers in three dining cars yesterday, 70 per cent opted for the British breakfast rather than

the meagre local alternative. Most chose bacon, sausage, tomatoes, mushrooms, fried potatoes and black pudding.

Mr Terry Coyle, InterCity's director of on-board services, claims: "InterCity catering is the envy of most European train operators... we would not be doing this if we thought it would not be totally successful. French trains have nothing like it."

## Court gives BCCI creditors more time

By Raymond Hughes,  
Law Courts Correspondent

CREDITORS of the collapsed Bank of Credit and Commerce International (BCCI) have been given another four weeks in which to make up their minds about draft agreements to settle their claims.

The London High Court yesterday overrode objections from the BCCI liquidators, who had sought immediate court approval of the agreements, and adjourned the matter until May 11.

The agreements, involving the injection of nearly \$1.7bn by the government of Abu Dhabi, were the best option available for thousands of BCCI creditors worldwide, the court was told by Touché Ross, the BCCI liquidators, who

negotiated the package with Sheikh Zayed of Abu Dhabi, the majority shareholder of BCCI.

The liquidators said it would increase the estimated return to creditors from the range of 0-10 per cent to 30-40 per cent, with a first payment of 10 per cent in early 1993.

Sir Donald Nicholls, the senior Chancery Division judge, said the creditors' committee had been unable to make any independent assessment of claims against the Abu Dhabi government and the majority shareholder which, under the proposed agreements, the liquidators and creditors would surrender.

The committee was concerned that creditors were being asked to abandon claims without adequate information

about the prospects of those claims, the judge said.

Before the major provisions in the draft agreements would take effect creditors with admitted claims totalling \$7bn had to accept the offer and release claims against the Abu Dhabi government and others by, in the first instance, September 30.

More immediately pressing was the liquidators' stipulation that court approval should have been obtained, and the time for appeals have expired, by June 30.

Sir Donald said that, while it was important to bear that deadline in mind, "I am impressed by the need for the creditors throughout the world to have the benefit of informed recommendations from the creditors' committee as far as

that can reasonably be achieved."

He was also impressed by the court's need to have the benefit of such recommendations before deciding whether to approve the draft agreements.

The judge had been told that hearings seeking court approval were due in Luxembourg on April 28 and the Cayman Islands on April 30. He said he did not think an adjournment to May 11 would cause insuperable problems for the other courts.

The English liquidators of BCCI said later that they were disappointed by the adjournment, but would do all they could to prevent the delay harming creditors' interests - though "the timescale envisaged by the agreements is very tight indeed."

### Union seeks unilateral action on shipping safety

THE RMT transport union, yesterday urged the British government to break ranks with the world community and introduce tougher legislation on shipping safety, writes Catherine Milton.

Mr Tony McGregor, assistant general secretary of the RMT said: "Seafarers should not have to wait for the world to agree safety standards. Lives are at risk while other countries prevaricate."

The statement follows a meeting in London of the International Maritime Organisation (IMO), the UN agency which draws up safety standards. The IMO says states needs to act unanimously and warns of chaos resulting from different national standards. The procedure is slow. Safety

standards for new ro-ro ships, of the Herald of Free Enterprise type, came into force three years years after the 1987 disaster which claimed almost 200 lives.

Mr William O'Neill, secretary general of the IMO said: "Despite the efforts of some states, the number of standard ships sailing the ocean is too high and the loss of life is unacceptable."

World shipping was facing enormous problems due to ageing fleets, higher replacement costs, poor safety standards and an acute shortage of manpower, he added. While compromise on certain points was inevitable, "such compromise must provide a level of safety that is acceptable to the entire shipping world."

### Britain in brief



### Charity faces inquiry over political links

The Charity Commission has launched a preliminary investigation into the activities of a UK-based charity because of its connections to a newly-founded political party which has been actively campaigning for votes in the election.

It emerged that the Commission has approached the registered charity the World Government for the Age of Enlightenment for information regarding its links with the Natural Law Party which is fielding over 310 candidates and conducting one of the more expensive advertising campaigns of the election.

The Commission is trying to establish whether the charity may be in breach of regulations by straying so far into political activity. The charity denies it has broken commission rules.

will fall a further 10 per cent this year.

The fall in 1992 spending, predicted by the Chemical Industry Association, is in spite of record sums being spent by the chemicals sector on environmental protection, and substantial amounts invested by the pharmaceuticals groups on research and development.

The association said since January little had happened to improve prospects of an economic recovery either internationally or domestically.

### Nissan UK directors bailed

The deputy chairman of Nissan UK, and the company's former finance director, who are accused of cheating the Inland Revenue of corporation tax, have been remanded on bail until May 20 by magistrates in Sussex.

Mr Michael Hunt, deputy chairman and assistant managing director, is charged with dishonestly arranging for falsely inflated invoices and for the submission of accounts in which Nissan UK's net pre-tax profits were understated by about £100m.

Mr Hunt and Mr Frank Shannon, former finance director, each face a similar charge in which the alleged underestimate of profits was about £50m for an earlier period.

### Demand for executives rises

A new poll of business sentiment and a pick up in demand for top executives in private industry yesterday signalled an improvement in UK company performance and added to evidence of a possible end to the recession.

A survey of business leaders by the Institute of Directors showed that sales volumes, profit and employment expectations have recovered to levels last seen in June 1990, before the Iraqi invasion of Kuwait and the sharp downturn in economic activity in August of that year.

### Spending cut in chemicals

Capital expenditure by the recession-hit chemical industry fell 18 per cent in 1991 and

### Bank criticises retailers

Barclays Bank has attacked retailers, accusing them of blackmail and holding customers to ransom in their efforts to prevent banks raising their credit and debit card charges.

The claims followed revelations earlier this week by Tesco, the food store which chairs the Debit Card Users Group, that banks charge substantially more for each debit card transaction than they do for cheques. "Over the last three years card processing charges levied on retailers have reduced sharply - by over 25 per cent on credit cards and over 40 per cent on debit cards. Consumers have not seen the benefits of these reductions in the prices they pay at the point of sale," said Mr Richard Reay-Smith, chief executive of Barclays Central Retail Services Division.



## The Crimea Revisited A voyage of discovery in the Black Sea

20th September to 1st October 1992

You are invited to explore the historical sites around the Black Sea, in the company of the Financial Times, aboard the cruise ship the MS Caledonian Star. This trip had been made possible by the dramatic political changes in the region, and only now are westerners able to visit such places as Sevastopol, and the battlefields of the Crimea.

But while our tour will range historically from Troy to Yalta, and take in Gallipoli on the way, this is not just an opportunity for the military historian. We shall join the MS Caledonian Star in Istanbul, and the passage includes visits to the Danube Delta, a haven for birdlife, Odessa with its French flavour, Sinop on the northern tip of Anatolia, and time will be set aside to sample the Massandra wines during our stay in Yalta.

The high standards of the Caledonian Star and her Scandinavian officers give us an excellent and comfortable base from which to enjoy the Financial Times tour. The guest lecturers will include Sir Julian Paget and other authorities, including an FT journalist, thus ensuring that what we offer is only available through this invitation. Please write now for further details.

DAY 1 London Heathrow to Istanbul and embark on the MS Caledonian Star.

DAY 2 Istanbul. A day of exploration. Sail early evening through the Sea of Marmara.

DAY 3 Canakkale. Visit the ancient site of Troy.

DAY 4 At sea. Sailing close ashore past Cape Helles to Suvla Bay, we shall see the beaches where the Gallipoli landings took place in 1915.

DAY 5 Sevastopol - Danube Delta. Here is one of the most outstanding wine areas left in Europe where we hope to see many species of waterbirds and eastern European birds.

DAY 6 Odessa. See the Potemkin Steps and the Archeological Museum.

DAY 7 Sevastopol. Visit 'The Panorama' for a valuable introduction to the Crimean War, followed by a city tour and visits to other museums.

DAY 8 Sevastopol. Full day excursion to the battlefields with picnic lunch. Firstly visiting Balaklava, the ruins at Inkermann and the Chernaya Battlefield. Sail during dinner to Yalta.

DAY 9 Yalta. Morning visit to the Livadia Palace, followed by an early afternoon drive through wine country, finishing with a tasting at the Massandra wine cellar.

DAY 10. At sea.

DAY 11. Sinop. Here in northeast Turkey, we shall walk around the old town visiting the ruins of the Ottoman defence walls.

DAY 12. Istanbul. Those who wish to stay on in Istanbul, may take advantage of a specially arranged 3 night extension at the Hilton Hotel.

PRICES: Prices range from £1,995 per person for an outside two-berth cabin with shower and WC, to £2,800 for a double room suite. Single supplement £2,500.

Please enquire British Airways, Londonbridge, 11 nights on the MS Caledonian Star, full board, excursions throughout including transfers where applicable, entrance fees, guide speakers, local managers.

Tickets are subject to availability. Addresses supplied by readers in response to this invitation will be retained by the Financial Times, which is registered under the Data Protection Act, Number One, Southwark Bridge, London, SE1 9HL.

TO: NIGEL PULLMAN, FINANCIAL TIMES, NUMBER ONE, SOUTHWARK BRIDGE, LONDON, SE1 9HL. Fax: 071 873 3064. Please send me full details of the FT invitation to the Black Sea.

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## TECHNOLOGY



SPENDING on research and development has been one casualty of electricity privatisation in the UK. The new companies have closed laboratories inherited from the Central Electricity Generating Board, made many scientists and engineers redundant and reduced the scope of their R&D.

The size of the decline is uncertain, since the privatised R&D arrangements are not yet fully in place and the companies have been slow to disclose their new levels of research spending.

In evidence for last month's Commons Energy Committee report on electricity privatisation, the Watt Committee on Energy, an independent group, estimated that National Power, PowerGen, National Grid and Nuclear Electric spend less than £100m a year between them on R&D. That compares with the CEBG's R&D budget of £200m in 1988-89, the last year before it was broken up.

As the Watt Committee commented: "For a high-technology industry with sales exceeding £5bn per annum and facing both supply and market developments together with a degree of uncertainty in the medium- to long-term future, a total spend of . . . less than 2 per cent of sales seems anomalous."

Most hostility has come from bodies representing the R&D staff hit by the cuts. Patrick Hanson, national research officer of the Electrical Power Engineers' Association, said the energy secretary in the government elected today should use powers under the Electricity Act to fund research in the national interest which had been abandoned by the privatised industry.

However John Wakeham, the outgoing energy secretary, said that, while it was too early to be certain, "the run-down by the old CEBG research establishments is probably being compensated for in a pretty efficient way by manufacturers of products and users of products seeking to do the necessary research in order to assist themselves in the market".

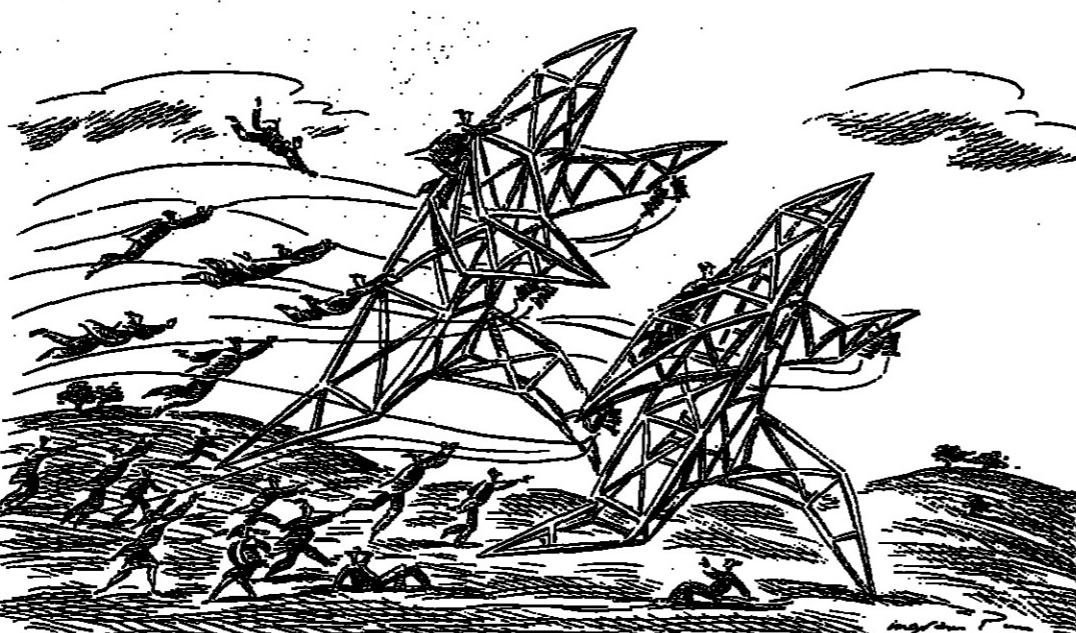
The privatised companies agree with him. "In the long term, manufacturers, suppliers and research institutions will be stimulated to fill the gap," predicted East Midlands Electricity. "This will result in a healthier, more competitive and more commercially focused R&D activity."

The new R&D arrangements of the non-nuclear parts of the industry are:

- National Power, the largest generating company, is closing its main laboratories in Leatherhead, Surrey, where 200 scientists and 250 support

Clive Cookson looks at how privatisation has affected the R&D activities of Britain's electricity industry

## A shock to the system



staff worked. It is setting up instead a streamlined research and technology division at its business centre in Swindon, Wiltshire, with 100 scientists and 20 support staff. R&D spending will fall from £26m to £14m a year.

• PowerGen, its smaller competitor, has closed the Marchwood laboratories in Hampshire and concentrated R&D at its Ratcliffe Technology Centre near Nottingham. The number of scientists employed has fallen from 190 to 40.

PowerGen's R&D spending will fall from £14m to £8m a year. This includes a payment of \$3.3m a year to the Electric Power Research Institute (EPRI) in the US.

• National Grid, the transmission company, has set up a technology and science division with 210 scientists and support staff in Leatherhead. In contrast to National Power and PowerGen, its R&D spending has gone up slightly – from about £3m a year when transmission was something of a Cinderella subject within the CEBG to £3.2m now.

The regional electricity companies, which distribute power to consumers, support R&D through EA Technology in Capenhurst, Cheshire. Collectively they underwrite about £13m of EA Technology's £20m a year budget and spend a further £4m on individual projects.

Peter Chester, who retires this

month as National Power's executive director for technology and environment after supervising the R&D restructuring, says this was a response to the profound shift in technical strategy which accompanied privatisation. Instead of the planned expansion of large coal-

fired power stations designed by the CEBG, National Power is building smaller gas-fired combined cycle plants designed by international power engineering companies.

"One consequence is a much reduced call for 'research' in support of existing plant; in future this will be supplied mainly from within the engineering function," said Chester.

National Power's slimmed-down R&D staff will concentrate on strategic studies of new options for power generation such as "clean coal" technology; emission control techniques; cheaper fuels; waste-to-energy processes; co-generation; wind power development; and other opportunities for business development.

Critics have attacked National Power particularly for running down environmental research, for which the Leatherhead laboratories had a worldwide reputation. But Chester says this was inevitable. When the CEBG set up its environmental science programme 15 years

ago, "major scientific questions were still open, environmental research in the universities and other institutions was relatively poorly supported and policy on reducing SO<sub>2</sub> and NO<sub>x</sub> was awaiting better scientific understanding. Now there are clear policies, many other players in the field and much external environmental expertise to draw on."

National Power says it is making every effort to "assist in the transfer of those skills and facilities no longer needed, to organisations that can make effective use of them". According to Carlos Lopez-Casceco, research and technology director, 90 per cent of those made redundant at Leatherhead have found new jobs.

The company is giving away surplus equipment that would be worth several million pounds if new. For example, Imperial College, London, has set up an Atmospheric Chemistry Research Unit on the basis of mobile laboratories donated by National Power. And the Natural Environment Research Council is acquiring special greenhouses designed to assess the effect of pollutants on plants.

As the generating companies slim down their own R&D activities, they are contracting out more research. The biggest beneficiary so far is EPRI, based in California, which carries out collaborative R&D with the US electric utilities.

Last year PowerGen became EPRI's first overseas affiliate. Its \$3.3m a year subscription gives PowerGen access to a range of projects on which EPRI is spending \$46m a year. EPRI has just opened a UK office in anticipation of receiving more work from the electricity supply industry in Britain and other European countries.

In the UK two electricity R&D organisations with similar names, ERA Technology and EA Technology, stand to benefit from any further contracting out of research.

ERA Technology in Leatherhead (originally the Electrical Research Association) has been operating as a free-standing contract R&D company since 1973, covering electro-technical research. EA Technology (formerly the Electricity Research and Development Centre) still depends on underwritten funding from the electricity companies but moving to find new customers.

At the same time Stuart Excell, managing director of EA Technology, suggests that the industry's regulator, Stephen Littlechild, should give the electricity companies more incentive to support R&D – especially research into more efficient use of electricity – by allowing them to pass on the costs in increased charges to customers. "Otherwise it's like asking a company to spend money reducing its own turnover," he says.

## Japanese digger holed up in UK

By Andrew Baxter

**D**eep in the Northumberland hills earlier this winter a delivery driver complained bitterly to the manager of a quarry about the rough treatment meted out to a mysterious wheeled excavator.

The excavator, whose identifying marks had all been removed for testing, had been manufactured down the road at Komatsu was in a good cause, marking the end of an intensive two-year exercise in technology transfer that had produced the first Japanese construction equipment model to have been designed, engineered and built outside Japan. "For our lads, it's the first exposure to this kind of activity," says Mick Higgs, KUK's design manager.

The project is the culmination of a steady development in KUK's design expertise since the plant began production in 1987. For Clive Morton, KUK's first employee and now director of personnel and administration, it has illustrated an essential point about technology transfer – it is hard work.

"It sounds all very grand," he says. "But really it's all day-to-day effort and concentrating on making things work. It's not somebody waiting in, throwing concepts on the table and waiting out again."

Komatsu had always intended that Birtley would progressively become an autonomous European plant. From the beginning it had a small design team, adapting Komatsu's machines to different requirements and regulations in 16 national European markets and also ensuring "buildability".

Here, says Morton, KUK went through some elementary lessons about differing approaches in Japanese and UK drawing offices. The Japanese tendency was to leave as much information on a drawing as possible, including all the design changes, whereas the UK approach was to throw away discarded versions and concentrate on the final one.

The next stage involved KUK's designers in Komatsu's Dash 5 model programme, with the Birtley team influencing the design at an early stage to ensure it would not hit problems in Europe. A Finnish distributor, for example, complained that the grab handles on the door were too small for drivers wearing thick gloves to grip.

The latest stage involves designing an entire machine that is aimed particularly at a gap in the European market and its biggest constituent part, Germany.

It has been a testing experience for both the parent company and the KUK design team, now expanded from an original 10 to 40 and linked to eight plants in Japan via a Eim Cad system.

For Komatsu, maintaining its reputation has been paramount, says Toshitaka Sukekoto, KUK managing director, and the Birtley development team has followed the same procedure that the parent company uses.

The process differs from western approaches by delaying the crucial decision to build or not to build until completion of a sequence of approvals to move from one stage to the next.

The advantage, says Morton, is that it helps isolate a problem that ought to be fixed before the production decision is taken. On the other hand, some of the UK employees – keen to know whether their designs would ever become reality – found the idea difficult to accept.

Inevitably the team made mistakes, but were in close touch with Japan for guidance and also with Japanese colleagues seconded to the project. This is one reason, says Higgs, why the team is keen to have another go.

Already, design work is continuing on a smaller (13 tonne) and larger (20 tonne) version of the new PW170-5 machine, although KUK will not say when they will be launched.

The original 17-tonne machine, smartened up and its identity restored, was unveiled this week at the Bauma construction equipment exhibition in Munich.

Both Morton and Sukekoto are keeping their feet on the ground about the process but two years from start to finish is a creditable debut.

## MANAGEMENT: MARKETING AND ADVERTISING

### Brewers move ahead in Tokyo

**W**hen Dirk Enters began marketing Heineken beer in Japan 15 years ago, foreign labels were an exotic oddity. After years of alliance-building and gradual expansion, overseas brewers are getting an intoxicating taste of what may lie ahead.

Each of the four imported beers established in Japan has tied up with one of the big four domestic brewers. Of the American groups, Budweiser has linked with Suntory, Coors with Asahi and Miller with Sanpo, while Heineken of the Netherlands has been working with Kirin.

In the past four years, both imports and foreign beers brewed under licence locally have increased their share of a growing market, although they still have only 2.3 per cent, compared with about 5 per cent held by imports in other beer drinking countries.

"This is an immature beer market," says Heineken's Enters. He notes that while consumers are inundated with new labels and advertising campaigns, Japan lacks Europe's variety of large and private labels and price competition.

The US competitors appear to be setting their sights particularly high, with their pricing and marketing strategies aimed at the mass market. Only Heineken is sticking to the premium segment.

Budweiser, the world's best-selling beer, is already Japan's top import label – its distinctive all-American label and fun-loving sales pitch seems to appeal to image-conscious young adults.

While beer may appear a popular tipple at Japanese social occasions, per capita consumption remains less than half the average in many European nations. Cultural factors

are one reason, with size and shape highly popular. But so too is the heavy cost, given the lack of price competition and the higher tax on beer than on other alcoholic drinks.

Whether foreign brewers proceed alone or with partners who have mixed feelings about their success, they will have to expand sales in bars, restaurants and discs, which still account for most of their turnover. They must also grab more shelf space in liquor shops and the growing ranks of supermarkets and convenience stores being permitted to sell beer.

The tight reins that tax collectors and local brewers have held on pricing for decades are being loosened. Last year Japan's Fair Trade Commission launched an investigation into price-fixing by the big domestic brewers. It concluded no illegal activity had occurred, but urged brewers to run ads telling retailers that their published prices were recommendations only.

The small family-run liquor shops that still dominate the retail trade remain reluctant to discount local brands, although large retailers regularly cut prices for foreign labels. The Japanese palate seems sensitive to price.

Budweiser sales soared 80 per cent in the first half of 1990 when local brewers increased their prices. The Americans' production cost advantage has helped them narrow the gap.

Foreign brewers have one other trump card: as the beer industry becomes a global business, Japanese brewers are keen to develop their own export markets. To do so, they will need close industry allies abroad.

Neil Weinberg

"THE first thing I noticed about Neil Kinnock . . . was the brilliant gleam from his highly polished shoes . . . this gave me a clue to the fact that he is, in fact, more self-disciplined and organised than might usually be thought."

Thus Brendan Bruce, former Conservative party communications director under Margaret Thatcher, illustrates a paradox at the heart of politics.

The apparently trivial – the well-polished shoes – can be yoked into serving a judgment of considerable importance – Kinnock's managerial and administrative abilities. If Bruce's interpretation takes hold, then John Major could well be looking for a new job tomorrow.

But that is a large "if". A moment's reflection indicates how shallow such a judgment is; maybe all the Labour leader has done is to buy the marketing notion that human beings can be duped by shiny shoes? Was Michael Foot's sartorial inelegance really responsible for his failure to dislodge Margaret Thatcher in 1987?

I suspect that Bruce, the archetypal marketing professional, doubts that proposition. But his commitment to image-polishing (ex-Procter & Gamble, General Foods and Mars) ensures that frankness about the limitations of mass persuasion has small showing in his entertainment.

Together, Britain's three main political parties will have spent more than £20m on marketing techniques in an attempt to form the next government. It has been an election largely waged by party backroom activists who have uncritically gobbled up the magic of unsophisticated marketing handbooks, firmly believing that image determines the outcome.

But as Bruce points out, image-polishing is a weapon with only supportive value. The trouble is that in a neck-and-neck race, marketers are tempted to get bigger than their boots.

Thus as Labour and the Conservative have chosen to slug it out on each other's traditional territory – the one trying hard to prove its competence to manage the economy, the other selling a newly-found adherence to the welfare state – the internal recriminations are being laid at the door of supposed failures by the "communications directorates".

This argument suggests that if only they had rubbed harder on the shoes of their leaders, then victory might have been snatched from the

### Putting your shirt on power dressing

Gary Mead looks at the importance of style in politics



Aiming to show opponents a clean pair of heels (left to right): Neil Kinnock, John Major and Michael Foot

jaws of defeat. That is not an entirely ridiculous notion. Bruce says that "the impact we make on others depends on the following: how we look and behave – 55 per cent; how we speak – 38 per cent; and what we say – only 7 per cent."

But Bruce is more clever than that. He reminds us that marketing is a necessary, but not sufficient, condition for persuading consumers, be they of chocolate bars or election campaigns.

Facts dispute that belief. There is a theory that Labour "fought the best campaign" in 1987, and Kinnock certainly had a 45 per cent popular-

ity rating against Thatcher's 41 per cent.

But much good that did Labour. So although there is little doubt that in 1982, Labour has again led the marketing slickness field, that may not be enough to overcome suspicions that behind the face is wrinkles.

All that image makers can do is to help the tide on its course. Bruce recalls that Hitler, who "had studied advertising techniques and concluded that consistency and perseverance were the twin secrets of success", made full use of a wide range of techniques.

Long before the current campaign, Hitler employed stooge audiences, warm-up men, snappy logos, media manipulation, even direct mail – posting tiny gramophone records of his speeches to supporters. Today's image massagers resort to many of the same tactics.

But hyper-inflation and a febrile state structure gave room for Hitler's marketing techniques. Marketing can only ripen; it cannot germinate.

Bruce is thus led to some robust conclusions, which future political leaders might well bear in mind:

- No amount of talent or hype can convince the voter that a sow's ear is anything but that.
- A popular and respected leader in charge of an unpopular party will usually lose.
- An unpopular leader in charge of a popular party will probably win.
- No political image maker can afford to ignore the leader's personality but if that is at the expense of communicating the benefits of policy, then it is always wrong.
- Those who mistake "production values" for content are destined for a shock at the polls. Voters make a choice based on the credibility of promises, not on the track record of film directors.

On those premises the current race must still be wide open.

"Images of Power: How The Image Makers Shape Our Leaders", by Brendan Bruce, Kogan Page, 192 pages, £16.95.

### Cleaning up on the housewives' choice

**W**ho is the TV advertisement for sanitary towels with wings supposed to be aimed at? Who are those "housewives" who sit around with Clare Raynor, the agony aunt, enjoying a televised discussion about how dry their panties are?

Where are the women who are moved by those whizco cookers that produce food good enough to please the in-laws?

Selling to women is a profitable business: the market is expected to reach £500m by the end of the

decade. Women are big buyers not just of cosmetics and cleaning fluids, but increasingly of cars and financial services, markets which were once the preserve of men.

Yet the content of advertisements meant to tap this market often bears little relation to the kind of women likely to buy the products.

The ad agency's "housewife" still loves cleaning and cooking – she sometimes even spills things for the fun of cleaning up again. The new and equally implausible

continue to use such advertisements because they work?

"They spend millions on advertising. If they used more tasteful advertisements, they might not have to spend so much," says Anne Irwin-Brown, one of the four.

An example of an advertisement that she thinks has got the balance right is for Oxo, in which the woman has a job, a sense of humour and a family, and is dashing out to an evening class.

The problem goes deeper than just advertising, according to Irwin-Brown.

## BUSINESS LAW

## Streamlining agreed offers

By Edward Greene and Daniel Braverman

The agreed bid by Blockbuster Entertainment Corporation for Cityvision plc, which went unconditional on January 22 1992, was a breakthrough in cross-border acquisitions involving US and UK companies.

For the first time, a US company was permitted by the US Securities and Exchange Commission (SEC) to offer its shares to the US shareholders of a UK target on the basis of a UK-style offer document, supplemented with the most important information required by SEC rules.

Complex legal and commercial issues arise when a US company wishes to offer its shares in exchange for those of a UK company.

On the UK side, two requirements impose significant constraints on the conduct of the offer. First, if the acquirer wishes to make use of the streamlined procedures of section 428 of the Companies Act 1985 in order to squeeze out any minority shareholders remaining after the offer is completed, the same consideration must be offered to all, not differentiating between US and UK shareholders.

Second, the formal offer document must be mailed not more than 28 days after the offer is announced, and, under both US and UK disclosure rules, the timing of the announcement itself depends on when an agreement to proceed with the offer is reached.

On the US side, the most important constraint is imposed by the requirement that a registration statement be filed and declared effective by the SEC before the formal offer document is mailed.

SEC rules require that, if the acquisition is material, (as defined by rules measuring financial impact) the bidder's registration statement must contain audited financial statements of the target company, including balance sheets for its two most recent financial years, income statements for the three most recent years and corresponding cash-flow statements (which differ from UK-style source and application of funds statements).

In addition, certain audited financial information - the main balance sheet and income

statement items - must be provided for the target's five most recent financial years.

While the financial statements and information may be presented on the basis of UK Generally Accepted Accounting Principles (GAAP), audited numerical reconciliations to US GAAP of the principal balance sheet and income statement item must be provided for each of the five years for which information is given.

Moreover, *pro forma* financial information showing the accounting effect of the combination must be provided for the most recent 12 months.

The target's management must provide a detailed discussion and analysis (MD&A) of the target's financial results and condition for at least the three years covered by the audited financial statements.

In the Blockbuster/Cityvision offer it was essential that Blockbuster should be able to use the streamlined squeeze-out procedures provided by the Companies Act. Blockbuster was advised that this would be permitted, in an offer that included both a cash and a share alternative, only if both were made available to Cityvision's UK and US shareholders, the latter representing about 8 per cent of the total when the offer was announced on November 22 1991.

Since a share alternative was desirable as a business matter, the US registration requirements had to be confronted. A private placement of Blockbuster shares to Cityvision's US shareholders could have been made pursuant to an exemption from the registration requirements, but the procedures and restrictions that such a placement would entail were not practicable given the size and quality of Cityvision's US shareholder base.

The offer and sale might also have been made entirely outside the US, pursuant to the exemption from the registration requirements provided by Regulation S. However, since Blockbuster shares were listed only on the New York Stock Exchange, the risk of immediate "flow-back" of the shares into the US was too great for Blockbuster prudently to rely on that exemption.

Indeed, this concern would have required a "flow-back" registration statement to be filed and declared effective by the time the offer went unconditional even if Cityvision had no US shareholders or if its US shareholders had been offered shares in an exempt private placement or cashed out.

As a result, either the offer had to be registered with the SEC or the share alternative for both US and UK shareholders had to be abandoned. And since an agreement had been reached to proceed with the offer, and the offer had been announced, before detailed discussions could be held with the staff of the SEC, there were only 28 days in which to resolve all the issues raised by the registration requirement to register.

Cityvision's financial statements and other information required by the SEC's rules could not be prepared in time either to register the initial offering in the US or, if Regulation S were to be relied on, to register the flow-back in the US of Blockbuster shares initially offered and sold abroad.

In preliminary discussions, the SEC staff had said no relaxation of the disclosure requirements would be contemplated in the context of an offer in which US shareholders were not treated equally, but were cashed out. It was then proposed to the staff that the offer be made to Cityvision's US shareholders on the same basis as to its UK shareholders, provided that disclosure requirements that could not be met before the formal offer document had to be mailed under UK rules would be waived.

In making this proposal, it was emphasised to the SEC staff that the effect of not granting the required waivers would be to eliminate the share alternative, which was neither in the interest of Cityvision's US shareholders nor a fair result for its UK shareholders given their predominance.

The SEC staff agreed to permit the offer to proceed in the US even though the registration statement did not meet some formal requirements:

• the reconciliations to US GAAP of Cityvision's financial statements and information were not audited, nor did they cover the full five-year period;

• UK-style source and applica-

tion of funds statements were provided instead of cash-flow statements;

• Cityvision's financial information for the year ended November 30 1991 consisted of estimated results rather than audited financial statements;

• the MD&A for Cityvision covered only the year ended November 30 1991 instead of the full three-year period; and

• Blockbuster presented *pro forma* financial information based on Cityvision's estimated results.

In addition, the financial advisers to Blockbuster and Cityvision, Merrill Lynch and Schroders, respectively, were not required to consent to the references to them in the registration statement and thus did not face a stricter standard of liability under US law than that which already applied to them under English law.

Finally, the SEC staff agreed that the registration statement could consist substantially of the UK offer document, the information required by US regulations being contained in additional appendices.

The flexibility shown by the SEC to the Blockbuster/Cityvision offer is evidence of the strength of its commitment to integrate the US capital markets more fully with those of the rest of the world and to ensure its rules do not unnecessarily deprive US investors of the benefits of owning shares in foreign companies.

The adoption of Rule 14A and Regulation S in the Spring of 1990 were significant steps in this direction, and in the summer of 1991 the SEC proposed rules that would permit US holders of shares in foreign companies to participate in rights offerings and exchange offers in certain circumstances on the basis of foreign offer documents without regard to US requirements (but subject nevertheless to US standards of liability).

Although these proposed rules have yet to be adopted, the policies underlying them, and their thoughtful implementation by the SEC staff, made the Blockbuster/Cityvision exchange offer possible.

*The authors are lawyers in the London office of the US-based law firm Cleary, Gottlieb, Steen & Hamilton.*

## Barclays' Italian job changes hands Whiskies galore

There is change at the top in Barclays Bank's Italian operations - in a country that in the past has proved fraught with difficulties for the UK clearing.

Richard Adams, general manager in Italy for the past six years, has been battling with the legacy of years of over-expansion combined with losses and fraud in leasing. Adams, one of whose tasks on arrival was to beat a retreat from retail banking in general, returns to London "after a very satisfying time making the operation more focused - and profitable". He becomes head of financial institutions within the corporate banking division.

Italy returned a small profit in 1991, compared with losses estimated in the region of £30m a year when Adams took over.

His replacement is Hugh Malin, who was actually in



Italy during the 1980s troubles, but was responsible for other areas, the bank says - setting up factoring and consumer finance as well as opening the Rome office. Malin, an ex-

Navy man and keen pilot, has headed export finance at Barclays in London since 1988, and comes back to Italy with big plans to build the investment banking capability.

Returning to the country will suit his wife, who has a fashion design business based in Milan - and will put him closer to the Cresta run, his other love.

Of his own new job, Adams says that while it would once have meant donning an ambassadorial hat to bestow endless visits around the correspondent banking network, the trick these days is to tailor Barclays' services to the individual strengths of financial institutions around the world. He replaces Michael Tomalin whose new appointment within the group has yet to be announced.

James Espy, former chairman of the North American operations of United Distillers, the Guinness spirits company, is joining Seagram, the Canadian drinks group, to head its newly-formed whisky division.

He will be based in London.

As president of the Chivas and Glenlivet division, Espy will be responsible for the production, strategic direction, and global marketing of Seagram's Scotch whisky brands, and the international development of its Canadian and US whiskies.

Hubert Millet, the Paris-based president of Seagram Global Brands, will be responsible for the production and international management of the group's cognac, champagne, port, and sherry brands and its wine business.

Espy, who joined United Distillers in 1986, was closely involved with the recent acquisition of Glenmore Distilleries and consolidation of UD's operations in the US.

Previously he had worked for International Distillers & Vintners, Grandmet's spirits division, where he established a central marketing division. He was responsible for the launch of Malibu and Plat D'Or and directed marketing thrusts that led to the development of Baileys' Irish Cream. He was appointed chief executive of IDV's UK company in 1983 and became chairman in 1985.

Anthony Fuller, chairman of Fuller Smith & Turner, the London-based brewer, has announced a series of board changes.

David Williams, 54, who has been responsible for managed pubs, hotels and restaurants, becomes deputy chairman, responsible for acquisitions, specialist outlets and hotels. Michael Turner, 40, former wine and marketing director, is appointed managing director.

Richard Fuller, 32, and Mark Dally, 38, join the board and will be responsible respectively for free trade and public relations, and for the company's wine business.

Tim Turner takes over as managing director of Griffin Inns, the managed houses division, and Charles Williams becomes tied trade director.

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## IN THIS SATURDAY'S

# Weekend FT

## ARTS



Robin Williams as Peter Banning alias Peter Pan in Steven Spielberg's 'Hook': a mawkish paean to infantile regression

Please pass the plate around. Today's collection is for the "Save The Yuppies" fund. Yes, brethren, I know you are probably thinking: Why save the yuppies? After all, they were a menace to enlightened society in the 1980s, with their portable telephones and dreams of eternal upward mobility. But brethren - and sistren - we are talking of saving the yuppie from himself.

And so we come to Steven Spielberg's *Hook*. Peter Banning (Robin Williams) is a stressed executive who flies to London with his family to stay with his grandmother-in-law, the "real" 92-year-old Wendy Darling (Maggie Smith). When not shouting \$5m deals down his cordless instrument, he listens to the old dear recall how she and her siblings inspired Mr J.M. Barrie next door. Ah, their tales of Peter Pan, the boy who never grew up! Ah, the antics of their fantasy villain Captain Hook.

But hold on, here comes Hook himself (Dustin Hoffman) and his henchpersons, borne into town on a supernatural hurricane. Good heavens, he is snatching away Banning's limbs and transporting them to Never-Never Land. Can Banning heed the squawkings of Grandma Wendy and take that leap of faith that will turn him into a flying child like PP himself? Can he rescue the tots?

He can. But it takes about a half-hour and the price for filmgoers is a mawkish paean to infantile regression from a director who after a promising early career - *Jaws*, *Close Encounters Of The Third Kind*, *ET* - has now been mugged by Central Casting and persuaded to become the Peter Pan of Greater Hollywood.

What dismays us about *Hook* is not so much the hook itself: the plot premis about an overgrown yuppie "finding him-

Cinema/Nigel Andrews

## Yuppie-Yuppie Land

self" by becoming a child again. It is the way we are attacked with that and other hooks long after they have theoretically hooked us. Every scene marks us with its overstatement. Spielberg's London is a rapist Disneyland, pinching our imaginations with its sickly painted Big Ben and winsome snow-turries. Spielberg's Never-Never Land is a riot of overdone tweeness with its wacky galleons, kitschy jungles and half-dozen moons. And the Lost Boys are a group of multi-ethnic street urchins whose racial representativeness loudhails Political Correctness at us.

Only Julia Roberts as a slinky, husky Tinkerbell reminds us there is a naughty grown-up world out there somewhere. In all other respects, I hasten to add, it represents the worst that Hollywood could now do for us: the in-your-face lectures about the sanctity of childhood; the à la mode political attitudinising; the drippy waste of Robin Williams, who used to make a healthy living from standing at a microphone and deriding the pious values he has enshrined; and the turning of Dustin Hoffman (with Mr Hoffman's help) into a wittless English-accented top - Terry Thomas out of *Colonel Jenkins* - as unmenacing as he is unfunny.

Some things at least in the film are too ludicrous to loathe. The press-show audience freely guffawed at two early shots in which a baseball game spectator yields a Sony video-camera, the maker's name emblazoned on the strap. Sony, in case you forgot, now owns Tri-Star Pictures which

HOOK  
Steven SpielbergTHE DOCTOR  
Randa HainesAT PLAY IN THE  
FIELDS OF THE LORD  
Hector BabencoKIUCHI  
Keuchi Iwamoto

initially improving drama directed by Randa Haines (*Children Of A Lesser God*) and written by Robert Caswell from a book based on his own experiences by Dr Ed Rosenbaum. Dr Hurt has come to know better.

For he gets a tumour on his larynx and is soon in a "Physician, heal thyself" situation. Can he trust his fellow M.D.s? Will his marriage (to Christine Lahti) fall apart under the strain? Will he fall for hairless but still beautiful chemotherapeutic patient Elizabeth Perkins?

We have never seen so much fuss about a life-or-death operation. We know where we are being led: along the hospital corridor floor following the coloured stripe with matching wall-signs that read "Radiation, barium enemas and de-yuppiefication". Problem is: *Hook* is good at the yuppie part, the high-flying scalpel-wielder more concerned with the *inside* of his wallet than those of his patient. But he is hopeless at the humane transformation presumed to follow on the dose he receives of his own medicine.

*Save The Yuppie Part 2: The Doctor*. This is the tale of Dr William Hurt, a successful but callous surgeon who sings and cracks jokes as he fishes about in your aorta. As Dr Hurt might quip, he akrta know better. And by the end of this spir-

ous and gleaming as an anaconda twines through dense jungle; star-high mountains wreath themselves in mist or split measureless waterfalls. Whenever it peers down from God's viewpoint, the film looks its \$3m: whenever it peers up from the Indians' viewpoint directed with real verve and conviction - it looks its six-month schedule preceded by three months of training and rehearsal for the non-whites.

If only the white actors had been allotted the same. Their characters are from cardboard City and they know it. Assembled from old packing material, they break their way through the God-fearing tirades, the blackwater fever bereavements (*Aidan* and *Katy* lose little *Billy*), the sudden mad scenes (*Miss Bates*, the let's-go-native savages (*Berenger*) and of course the back-to-nature nude river bathing (*Hannah*). "I realised it was important to the story and not the least exploitative" says Miss Hannah of this scene. Yes, well...

The film lasts three hours and six minutes and is not, I admit, boring. But I kept wishing Werner Herzog had been parachuted into the director's chair to lend a little true madness, a little searing obliquity of vision. In Babenco's hands, the story's final discontents - the Indians lose faith in men and Gods, the whites in the basement laundry by day and lives a Peeping Tom existence by night. As deadpan as a Keaton comedy, as richly weird as an early David Lynch film.

Meanwhile their wives, Daryl Hannah (beautiful and liberated) and Kathy Bates (repressed frump) add tension to the imperfect Eden. And a local air pilot with Cherokee blood (*Tom Berenger*) drops from the sky to befriend the Indians against both church and state.

Peter Matthiessen wrote the novel, though as directed and co-scripted by Hector Babenco (*Pizote, Kiss Of The Spider Woman*) it plays more like James A. Michener with a twist of Maugham. The scenery has you gasping. Rivers simu-

ous and gleaming as an anaconda twines through dense jungle; star-high mountains wreath themselves in mist or split measureless waterfalls. Whenever it peers down from God's viewpoint, the film looks its \$3m: whenever it peers up from the Indians' viewpoint directed with real verve and conviction - it looks its six-month schedule preceded by three months of training and rehearsal for the non-whites.

Two years later, emboldened

by critical delight, the company played a season at Covent Garden, and the London public yielded eagerly to the Danes' joyous dancing, their mellifluous and whole-hearted acting, and Bournonville's choreographic masterpieces which shaped and enshrined these virtues.

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## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
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Thursday April 9 1992

## The day of decision

**THE BRITISH** electorate, to judge by the opinion polls, is about to vote into power a minority government or – just possibly – one with a tiny overall majority. By the shortest of heads, Labour is in front in the final straight. That is not pleasing to business, which would prefer an outright winner to resolve political uncertainties, and would much prefer that winner to be Conservative.

The Financial Times's values are closer to those of a modern Conservative party than to any other – that is to say, a belief in the market economy, a limited role for the state, low taxation and maximum freedom of choice. But there are three serious reservations about the present government's being offered an unprecedented fourth term of office.

The first is performance. It is hard to overstate the achievements of Conservative governments in the 1980s: trade union reform, privatisation, disciplined public finances and an open economy are just the most obvious. Since the last election in 1987, however, serious economic mistakes have been made, as those responsible have recently admitted, and there have been fatal signs of hubris – most notably in the poll tax disaster.

In his 16 months as prime minister, Mr Major deserves credit for scrapping the poll tax, for his Maastricht deal and for holding firm to a difficult economic course, but some of his new ideas have either been superficial, like the Citizen's Charter, or fumbled, like the reform of British Rail.

### Real weakness

The second is promise. The shortcomings of the Tory campaign have not been the result only of poor presentation. Rather they reflect a real weakness at the heart of Tory policymaking. The party has not yet come to terms with the departure of Mrs Thatcher, and is suffering an identity crisis as a result. Does it stand for Thatcherism with a soft voice – if such a thing is plausible – or has it become something completely different, such as a Europe-an-style Christian Democratic party?

It has almost nothing to say about the need to reform the way the country is governed, even though it is now clear that change is both inevitable and desirable. The party's manifesto is a job lot of ideas with little sense of drive or direction.

The third reservation is that as the electorate has correctly sensed, a healthy democracy requires change and choice in the character of its government; if only one party has power of patronage, stagnation is a real danger. It would require very compelling arguments to re-elect any party after 13 years in power: the Tories look as if they have run out of steam, and need to rethink their priorities away from the care of office.

But although there are reservations about the Conservatives, there are also serious worries about the alternatives. To some audiences, the Labour party talks the language of the markets; to others, it urges a break with the

## Ice cold in Tokyo

**THE JAPANESE** government is showing remarkable outward calm in the face of relentlessly declining stock market and property values. It sees no problem, except for the banks: markets go down as well as up. "The Japanese government does not seek any quick fixes now," said finance minister Tsutomu Hata on Wednesday. "Please ask the stock market about the market."

It is hard to be at all sure how far this inactivity represents cool heads or cold feet. The so-called bubble economy may appear to be well deflated, but long-term investors are still sitting on handsome profits, and a quick rebound could readily get out of hand. The London equity market, after all, doubled in six weeks from its post-bubble low in 1975, which may help to account for the failure of too many British financiers to learn anything lasting lessons from that episode.

There is a domestic case, then, for continuing to allow the Japanese market to seek its own salvation. Unhappily it is also true that a party devastated by financial scandals is very ill-placed to do anything other than twiddle its thumbs. That is why more than the usual burden of responsibility falls on Mr Yasushi Mieno, the central bank governor.

The main impact of the market collapse has been on the banks, now facing capital shortage. The real economy will be further slowed, but not necessarily thrown into recession by their problems. As in the US, many of the banks' clients now have

enhanced competitive spirit which lies at the heart of Britain's improved economic performance since Labour was last in office. In the very tough economic circumstances which face the next government of Britain, no one can be sure which of these voices will be decisive.

Labour's campaign has promised enhanced economic performance which nothing in its programme suggests it can deliver. In that case, the public spending ambitions of its manifesto will be unattainable and its most loyal supporters angrily disappointed.

### Backward look

Most worrying of all, Labour is in many policy areas looking backwards to a better future. Its proposals on health, its instincts on education and its meritless minimum wage are the most striking examples. The speed and scale of its tax distribution proposals are just the most obvious. Since the last election in 1987, however, serious economic mistakes have been made, as those responsible have recently admitted, and there have been fatal signs of hubris – most notably in the poll tax disaster.

The message of the polls is that the public is fearful of either of these large parties' forming the next government. In spite of four weeks of intense campaigning, neither has put on a solid, single point in its opinion poll rating.

The only party which can make that claim is the Liberal Democrat, but its own identity is an uneasy blend of single-issue pressure group and would-be coalition partner. The spending figures in its manifesto do not add up, and its myriad policies combine the good, such as an independent central bank, with the gimmick, such as hypothecated tax for education. The party's slick image cannot conceal the incoherence of its recent history.

All this points to the likelihood of an indecisive judgment by the voters: a hung parliament, during which the prime minister will have to look over his shoulder at every step. No party is trusted to go it alone with a strong majority. It is possible to view this prospect with some equanimity, however, precisely because Britain's last strong and effective government – namely the first two administrations of Mrs Thatcher – achieved so much that is irreversible.

If Labour is behind the steering wheel, the right role of any back seat drivers will be to nurture Labour's market-oriented instincts and to give it courage against the desire to slip into reverse. If a stable seating plan for passengers can be agreed, so much the better, though no one should think it would be easily achieved. The best hope is that with strong coaxing, Labour in office can shed its reactionary alter ego and become the outward-looking social democratic party which represents the only viable destination for the left in European politics.

If this election were solely a choice between party leaders, Mr Major would be preferable. But it is not. The dangers of perpetuating in power a weakened and uncertain Conservative party, set alongside the progress Labour has made in modernising itself, justify by a fine margin the risks of a change.

For the time being, there is little sign of any harmful repercussions: it is likely that Japanese investors outside the banking system – notably the huge insurance companies – are every bit as anxious to increase their overseas weighting as the banks can be to realise some of their more liquid assets.

The restructuring of the Japanese market, notably the unwinding of cross-holdings, is healthy, but only now beginning.

No cause for panic yet, then; but to insure against future alarms, the Tokyo authorities should perhaps make it clearer that they are serious about stimulating the real economy, and that in the last resort, they will stand behind the integrity of the banks – whatever may happen to their shareholders.

**T**he London stock market is on the verge of its next Big Bang. Five and a half years after reforms were introduced to reshape share trading in the City, the Stock Exchange's board will today consider a further overhaul of its markets. At stake is not only whether the UK's domestic stock market can be made to work more efficiently for all its users, but whether London can consolidate its position as the leading centre for international share trading in Europe.

Mr Peter Rawlins, an iconoclastic 41-year-old accountant brought in as chief executive two and a half years ago to implement the next phase of reform, is clear about the need for sweeping changes. "Without them, the exchange will run the same risk as in the years before Big Bang," he warned an audience of pension fund investment managers recently. "It will be trapped by its own history."

The years since Big Bang have not been easy for the London securities industry. While the level of trading on the stock market soared after 1986, the crash of 1987 brought the City back to earth with a bump. Since then, the level of trading has fluctuated, making it difficult for brokers and market-makers to reap sustained profits. With this underlying problem – in part caused by continued overcapacity in the London market – the stock market which emerged after Big Bang has looked anything but settled.

The UK's domestic market, and the international share market in London – each of which trades roughly the same value of shares – face different challenges. The domestic market is beset by three distinct difficulties. First, market-makers, the traders who provide the backbone of the London market, have been unable to make a decent return (most aim for 20-25 per cent) on the £2.5bn of capital which collectively they commit to support share trading in the City.

The willingness of these firms to quote prices at which they will buy or sell shares – and to put up their own capital to back that commitment – is what distinguishes London from most other leading stock markets. The arrangement, modelled on Nasdaq, the US over-the-counter share market, offers investors the chance of dealing at any time and in large amounts. In stock market jargon, that makes London a highly liquid market.

Market-makers warn that if they will stop offering this service.

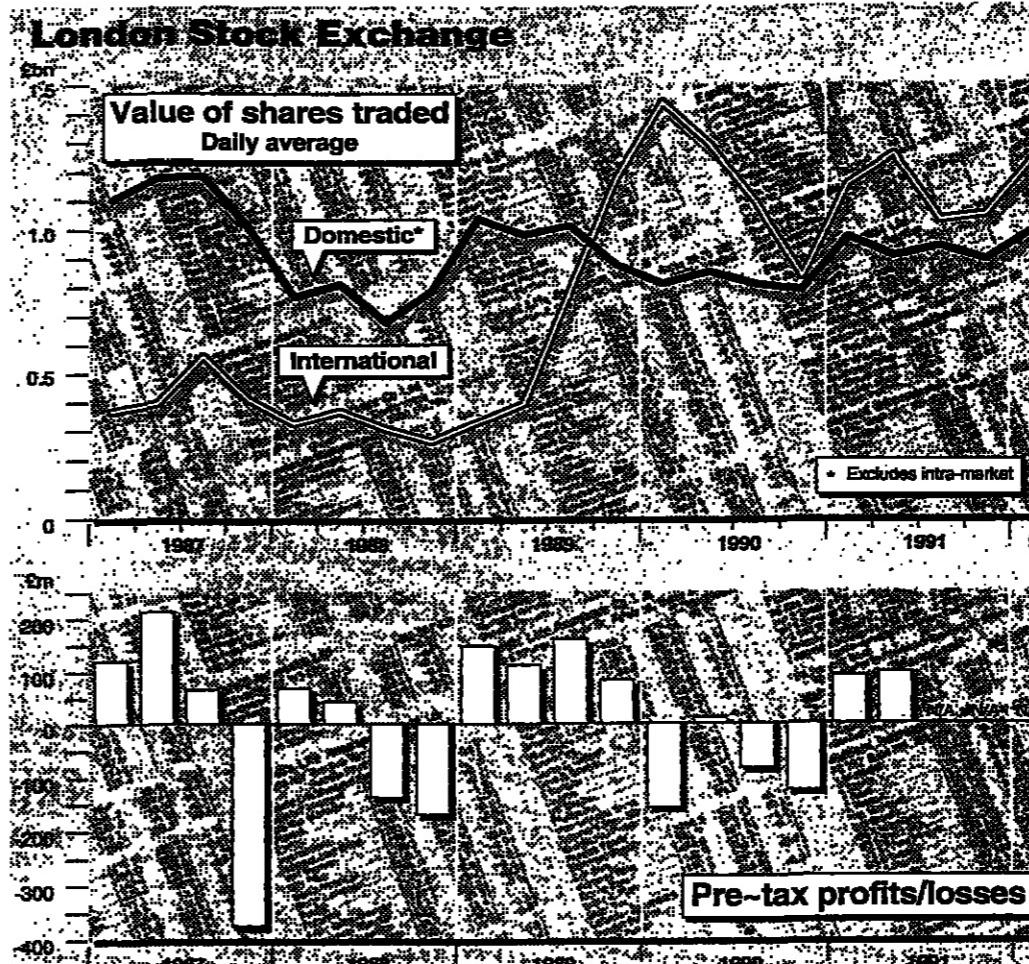
Large investors such as pension funds and insurance companies are almost universal in their support for the current system of market-making and want to see it strengthened. "If we don't go down this road, there is a danger of the business going off-market," says Mr Angus Matheson, chairman of the investment committee of the National Association of Pension Funds. "That would lead to fragmentation."

Extra support for market-makers is to come later this year in the form of a change to the disclosure rules in the UK market. Market-makers will no longer be required to publish details of all their deals within 90 minutes. This greater degree of secrecy should make it easier for them to make a profit, since their competitors will not know the prices at which they are dealing.

Institutional shareholders accept the change – even though it means they will have less information on which to judge whether they are

## A tune-up for City trades

The London Stock Exchange is gearing up for another Big Bang, says Richard Waters



getting the best price for shares. One said: "I can't think of any other business in which wholesalers have to say what they have bought and how much they paid for it."

The second problem for the domestic stock market has been that share trading in London is concentrated on only about 250 companies. For the rest, which trade infrequently, the market-making system does not work. Spreads (the difference between prices at which shares are bought or sold) have widened steadily, and now stand at about 10 per cent for many listed companies. This discourages buying, and has caused the market in some companies' shares to stagnate.

Third, private investors have become the poor relations in a stock market which was designed mainly for institutional investors. They have to pay a spread to market-makers – even though they rely less on the service they provide – thus adding unnecessarily to the cost of their dealing.

Together, these pressures have contributed to the exchange's greatest worry: the fear that trading will begin to seep away, moving on to other trading systems off-exchange. It would be unable to legislate against such a move and has no monopoly on stock market trading.

Some institutions claim that the exchange fails to consider their interests. "The Stock Exchange still

thinks it always knows best," said Mr Barry Southcote, managing director of marketable securities at CIN, the manager of the coal industry pension fund.

For the moment, fragmentation remains just a fear. "We've talked about doing business off-market, but haven't felt the need yet," the head of one of the largest market-making firms said. But, like others, he feels increasingly exasperated. "The Stock Exchange keeps saying it no longer represents us, the big firms – that it's no longer a club. One day they will go too far."

**I**nvestors continue to back the exchange, though in some cases reluctantly. An attempt to develop a system on which institutions could do business directly with each other, bypassing the market, flopped in the early 1980s. Similar systems are currently being promoted. Instinct, an electronic marketplace run by Reuters, the UK information group, boasts about 10 per cent of the turnover in US shares, and has begun a push into the European market.

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thinks it always knows best," said Mr Barry Southcote, managing director of marketable securities at CIN, the manager of the coal industry pension fund.

While the UK's domestic stock market has struggled, international share trading has been one of London's successes in recent years. A telephone market for international shares had already existed in London, but operated without any of the services that an official stock exchange provides. In the mid-1990s the exchange launched Seag International, a price display system on which dealers could quote prices at which they would buy or sell foreign stocks. The market supported by this system has forged ahead: 95 per cent of European stocks bought or sold outside their home markets now change hands in London.

This surging international share market could now be under threat. As other European centres push through reforms to their own stock markets and cut taxes on securities trading (an important reason for the migration of share trading to London), London's dominant position is no longer assured. The proportion of trading in German shares in London, for instance, declined last year – although London's overall market share rose.

Convincing the exchange's users to make the necessary investment will be Mr Rawlins's hardest task. After the constant delays that have beset the Taurus project, confidence in the City in the exchange's ability to push through technological developments is not high. Without investment, though, London's leading position among European stock markets could come under threat. Revamping the Stock Exchange is likely to be a necessary cost of staying ahead.

## Joe Rogaly

## Issues the campaign forgot



The temptation to vote green today is almost overwhelming. We learned yesterday that the atmosphere over Europe lost about a fifth of its protective ozone layer during the winter. This does not amount to an ozone hole, but the figures square with the scientists' expectation that winter losses in the northern hemisphere will double over the next decade.

A threat of such a magnitude is of greater importance than a prolonged debate about whether it would be right for the Labour party to tax away an extra fifth of the marginal incomes of individuals earning more than £40,000 a year. In the former case, we are talking about, at least, a general addition to the incidence of skin cancer. The most serious effect of Labour's tax increase would be to squeeze middle-income earners.

Likewise, the prospect that the earth summit in Rio this summer will be a fiasco matters a lot. The perverse correlation between the Conservatives' protestations that they are tough on crime and the steep rise in reported misdemeanours matters only a little. The first has to do with the long-term health of the planet; the second is largely about breaking into parked cars.

Unfortunately, Britain's leaderless Green party comes across as a weird collection of disorganized dreamers that even the deepest sympathiser with the environmental movement must hesitate before deciding whether to support it. The Conservatives, Labour and the Liberal Democrats would protest that there is no need to do so. Oh yes? It is true that protestations of good intent on the environment appear in the manifestos of all three national parties, but beyond that the subject has been ignored.

Come to think of it, several of the

other serious issues that governments will have to face in the 1990s have not arisen in the campaign. For example, no big party has chosen to educate the public about the demographic projections for the next 10 to 20 years. Yet during that time, Britain, in common with continental western Europe and North America, will have to find the funds to keep an increasingly elderly population alive, housed and fed.

Labour has bid for the grey vote with a shameless dispersal of higher pensions to every retired person regardless of how wealthy she or he may be. The Conservatives are seducing present-day earners into private pensions. The Lib Dems have plans that I would take the trouble to look up if I thought they had any chance of forming a government. But there has been no proper exposition of the underlying actuarial forecasts.

No big party has educated the public about the 10-20 year demographic projections

Growth itself is another more immediately pressing concern that has not received the attention it deserves. For neither the nature nor the pace of economic development can be taken for granted. This is true of both the medium-term and the immediate future. Whoever walks into the Treasury to take the chancellorship tomorrow may find apologetic officials wringing their hands and confessing that, sorry, the forecasts presented in Mr Norman Lamont's budget last month are not exactly right. The government may have to borrow, not £25bn as then hazarded, but thirty-something billion.

If the recession is made abroad, as the Conservatives say it is, the new administration will have to wait for

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Mr Rüdiger von Rosen, executive vice-president of the German Federation of Stock Exchanges, spelled out the determination to win trading in German shares back from London. "Our first priority is to offer a market for D-Mark products which in terms of cost and efficiency is the best available," he said.

The exchange's response to both the domestic and the international challenge has so far failed to set the City alight. After two and a half years, Mr Rawlins has succeeded in slashing the exchange's cost base (staff numbers have fallen from about 3,000 to fewer than 2,000). But exchange users are still waiting for the long-term reforms which would put London's domestic and international stock markets on a firmer footing.

"There is a dissatisfaction with the level of urgency with which the exchange has gone about things," said Mr Charles Nunnally, chairman of the Institutional Fund Managers Association, a trade association of big investors.

After today's board meeting, the pace of change may accelerate. Though much of the detail of the proposals being put to the board has been kept under wraps, the exchange's strategy is clear: to create distinct market systems serving both its main institutional investors and its private investors.

That way, it hopes, it would please all its users all the time, and guarantee that the maximum amount of business continues to pass through the official Stock Exchange. The wholesale market would operate on minimum levels of regulation and disclosure, and would bring together the markets for UK and international shares on a single system, aimed at big internationally minded investors.

Finding a way of linking the retail and wholesale share markets has caused much of the delay. Under the exchange's plans, small orders to buy and sell shares would be fed into a central computer, where trades would be carried out automatically. All investors would thus be assured that they were getting the best price.

For instance, private investors would be able to specify prices at which they wanted to buy or sell shares (known as "limit orders"). Then, if a large wholesale order was carried out at a better price, the limit orders would be completed automatically – much as happens at the New York Stock Exchange.

Carrying through this strategy is the hard part. It will involve substantial spending, as the exchange finally scraps its many varied systems and creates a single technological base on which to run its markets. Securities houses fear this will add substantially to their costs – on top of the spending already related to the development of London's planned paperless settlement system, Taurus. The exchange claims that any additional spending will be more than covered by cost savings.

Convincing the exchange's users to make the necessary investment will be Mr Rawlins's hardest task. After the constant delays that have beset the Taurus project, confidence in the City in the exchange's ability to push through technological developments is not high. Without investment, though, London's leading position among European stock markets could come under threat. Revamping the Stock Exchange is likely to be a necessary cost of staying ahead.

The strike at Caterpillar, America's number two industrial exporter, is entering the end-game, write Martin Dickson and Barbara Durr

## Playing for high stakes on the picket line

**A** discordant honking of car horns, echoing through the early-morning streets of Peoria, Illinois, heralded the moment of truth in the most crucial test of US organised labour in a decade.

The horns, blaring out along the route to Caterpillar's factories and headquarters in this archetypal Mid-Western city, were one way that striking workers at the world's largest maker of earth-moving equipment tried to deter suspected strikebreakers from crossing their picket lines. In a touch of modernity, the strikers also trained video cameras on the factory gates.

After a five-month stand-off, the Caterpillar stoppage has entered the end-game, thanks to a management ultimatum that striking members of United Auto Workers union had to return by last Monday or face losing their jobs to replacement workers. Few of the 12,600 strikers have gone back, but the company is gambling that many will return in the days and weeks to come.

If they do, it will mark a grave setback for the UAW, still one of the most powerful unions in a country that has seen a remarkable diminution of organised labour over the past two decades.

The knock-on effects could be tremendous. Other companies with UAW workers – notably the Detroit-based motor industry – would try to use the defeat to extract concessions. And employers across the US would be encouraged to adopt a tougher negotiating stance with unions.

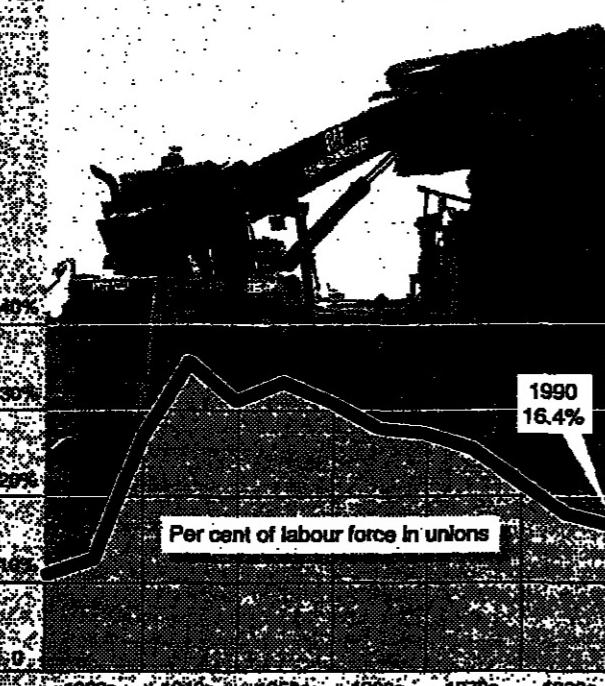
But if the workers do not return, Caterpillar, the second-biggest US industrial exporter after Boeing, could be badly hurt. The outcome is finely balanced, and with such high stakes on both sides neither is likely to cave in easily.

The dispute centres on three inter-related issues which have become central to management-labour tussles over the past decade: so-called "pattern bargaining"; management's right to replace striking workers with non-union staff; and the role played by organised labour in hindering or helping American competitiveness.

The UAW has used pattern bargaining in negotiations with US auto companies for decades. The idea is to negotiate a favourable labour contract with the company most willing to make concessions and then make the others match the terms. Such deals used to be common in several industries, including steel and tyres, but have become less so over the past decade.

The Detroit motor groups,

### US unions lose their grip



instead of losing market share through a prolonged strike, have gone along with the system but now want to break out. They face ferocious competition in a recessionary market from more efficient and largely non-union Japanese plants which have mushroomed across America.

General Motors, in particular, which lost about \$7bn at the operating level in North America last year, is anxious to slim down and introduce more flexible working practices. But the UAW has rejected the company's attempts to renegotiate the 1990 labour contract, due for renewal next year.

The UAW also wants Caterpillar to "pattern bargain" and agree to terms on pay, conditions and job security similar to those it reached last year with Daimler-Benz, another large US equipment maker.

But Caterpillar, which went along with pattern bargaining in the past, argues that it can no longer afford it. It maintains that its labour costs must allow it to compete with its main international rival, Japan's Komatsu, rather than other American businesses.

The union rejects such arguments, saying that international competitiveness is more a result of shrewd management, employing efficient manufacturing processes. It claims,

**The union claims that its members are being asked to forgo benefits which the company can afford**

in a Libyan desert sandstorm. True, the state-owned network was as speedy as any of its media competitors in reporting that he was missing. Then, about 11am, the PLO's Tunis headquarters announced he had escaped, and the rest of the world's media promptly passed on the news, not one expressing doubt of its truth.

But wait, said Israel Radio, we only have the PLO's word for this... Even at 1pm defence minister Moshe Arens was on the air saying, "If it turns out he's dead, I think that no one in Israel is going to mourn."

It was not until some minutes later that the radio admitted Arafat seemed to be alive after all.

In the meantime, however, it had lavishly reported reaction to the then likely-seeming demise of the top-ranked mortal in Israel's demography. The coverage included an interview with MP and ex-minister Gena Cohen, of the far-right Tehiya party, in which she said: "Even if we find out he's still alive, I believe he deserves to die."

"You mean Israel should kill him?" the interviewer asked.

"Yes. One hundred per cent."

**Legal tangle**

Solicitor Bill Loveluck-Edwards was brought to book for being improperly dressed when he appeared to defend in a drink-drive case at Bridgend. Although formally clad in black jacket and pin-striped trousers, he had a shoelace undone, and magistrate Bryan Butler threw him out of court for it.

Afterwards the magistrate admitted he had been a bit severe, but explained that the solicitor had previously irked him by sitting in court reading a novel. "That makes it one-all," he added.

### Balanced Czechs

Despite widespread opposition, European Community farmers still demur at reforming their inefficient farm sector. But Vladimir Dlouhy, economics minister of the Czech and Slovak Republic, is determined to learn from that mess of potage.

"We don't intend to repeat the same mistakes as the European Community in our



"If the Tories win, we're emigrating to Euro-Disney!"

farm sector," says he. "We don't want to see our farmers become a spoiled part of society. They must feel the iron fist of foreign competition."

"We were asked to reform our economy in 1989; we did it and we have born the consequences. We have fulfilled the conditions imposed on us, and we expect more flexibility on the part of the EC."

Now, Dlouhy thinks, it's time for the community to fulfil its side of the bargain, and to take a ploughshare to tariff barriers blocking Czech and Slovak Republic exports into the EC.

Admittedly, the German chancellor would prefer his friend John Major to stay in power. But if Kinnock makes it, they could soon be serving beer as well as Kohl's favourite Sauerländer (stuffed stomach), at the Bonn chancellery.

### Late

The usually lightning-fast news reporting of Israel Radio lapsed somewhat – by two hours or so – when it came to confirming that PLO leader Yasser Arafat had survived his aircraft's crash-landing

in a Libyan desert sandstorm.

True, the state-owned network was as speedy as any of its media competitors in reporting that he was missing. Then, about 11am, the PLO's Tunis headquarters announced he had escaped, and the rest of the world's media promptly passed on the news, not one expressing doubt of its truth.

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Afterwards the magistrate admitted he had been a bit severe, but explained that the solicitor had previously irked him by sitting in court reading a novel. "That makes it one-all," he added.

### Euro-boyo

John Major has tried to make capital of Neil Kinnock's membership of the notoriously long-winded "boyo" tendency. He claims that the Labour

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

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### Matchsticks, a spending mess and the Union

From Sir Derek Thomas

Sir, Mr Joe Rogaly writes ("Farewell balanced books", April 8) that Lord Home made an ass of himself when he used matchsticks in an effort to demonstrate how the economy worked.

Was he as big an ass as the post-war prime ministers and chancellors who kept their reputations on the Treasury's forecasts and lost? Mr Rogaly should ask John Major, Norman Lamont, Nigel Lawson and Denis Healey to name but a few.

Patrick Sergeant,  
Euromoney House,  
Playhouse Yard, London EC1

From Mr Andrew Glynn

Sir, Your leader ("Labour and the economy", April 8) deserves recognition for a most ingenious defence of inequality. Forget the interests (and spending) of pensioners on £50 per week and others who would benefit from Labour's plans for redistribution. Higher taxation of the better off is apparently bad for all of us because they are the people who can borrow most against their post-tax incomes and spend the rest of the economy out of the recession. Apart from all other considerations, wasn't this just how we got into the present mess?

Andrew Glynn,  
Corpus Christi College,  
Oxford OX1 4JF

From Mr Murray Gunn

Sir, Your editorial, "Conser-

atives and the Union" (April 8), is quite incorrect in criticising John Major for believing that autonomy for Scotland can be stopped "by just saying no".

Quite a substantial amount of people in the centre-right of the Scottish political spectrum have been taken in by the SNP's vision of independence for Scotland. This "opinion poll" support seems to have drifted somewhat in recent days and I believe that one of the reasons for this is that potential voters have been scared off by the thought of the SNP (in the words of Jim Sillars) "realising their socialist dreams". The unfortunate reality is that, by voting for Labour, the people of Scotland are merely delaying the pro-

cess of independence by means of a half-way house that will, as your editorial quite correctly says, bring far-reaching changes to the entire UK constitution.

That is why the Conservatives' stance on the Union is one that should have great bearing on the way that people place their "x". Why vote away a constitution that has made the United Kingdom of Great Britain and Northern Ireland the envy of the world? The Scots have always been nationalistic – as have the English, Welsh and Irish – but why we should suddenly now feel that the last 285 years have been sheer hell is, quite frankly, beyond my comprehension. Should Scotland's endeavours of the last three centuries be dismissed out of hand? The sad thing is that the Labour party, having jumped on the bandwagon in order to try to please everybody, has once more given evidence of its lack of backbone.

By "just saying no" the Conservative party stands out as a party of principle and reliability. Qualities such as these should not be scoffed at, especially when the issue concerns the preservation of the Union.

Murray Gunn,  
Allied Provincial Securities  
PO Box 112,  
155 St Vincent Street,  
Glasgow G2 5LZ

### Spiral into unequal losses for external Lloyd's Names

From Mr R.B. Spooner

Sir, While the forecasts for 1989 Lloyd's losses may be similar for working and external Names with some individual agencies (Letters, April 2 and 4), this is certainly not the case for the market as a whole.

My own calculations, based on the split of external/working capacity by syndicate recently released by Lloyd's,

and on the forecasts by underwriters, suggest that working Names will incur a 12 per cent loss in 1989, while external Names will incur a 16.5 per cent loss.

Reasons for the weakening of organised labour include the decline of heavily unionised traditional industries; and shifts of business from the unionised north to the cheap-labour south, and from manufacturing to the fragmented service sector, where unions have difficulty recruiting.

The question now is whether America's unions can carve out a new role for themselves in an era when complicated new manufacturing techniques demand greater flexibility in work practices and more co-operation between management and labour.

But management and unions at Caterpillar, like their counterparts across the US automobile and equipment industries, are set in their confrontational ways. "Pulling together" is not a message playing well in Peoria this week.

and on the forecasts by underwriters, suggest that working Names will incur a 12 per cent loss in 1989, while external Names will incur a 16.5 per cent loss.

In 1988, working Names had 1.2 per cent lower losses than external Names; in 1988, if the forecast holds, 4.5 per cent. So if working Names do not put

on the can and in many cases fac-

ing financial ruin.

Perhaps the problem lies in the LMX spiral. The seven largest loss makers in 1989, accounting for more than a third of the market loss, are all LMX syndicates. All had below average working capacity. External Names on these syndicates have been left holding the can and in many cases fac-

ing financial ruin.

It is to be hoped that Sir David Walker, chairman of the Securities and Investments Board, can come up with a convincing explanation and some equally convincing remedies.

R.B. Spooner,  
5 Friern Road,  
Colchester,  
Essex CO3 3AT

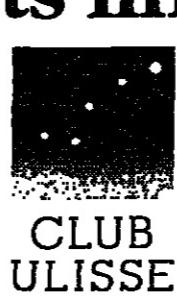
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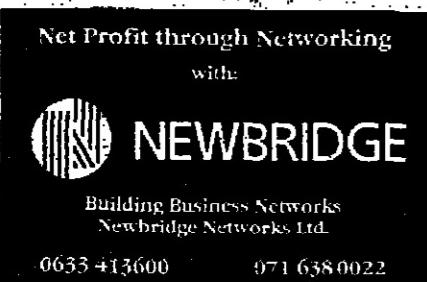
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# FINANCIAL TIMES COMPANIES & MARKETS

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Thursday April 9 1992

**INSIDE****NatWest Bancorp back in the black**

National Westminster Bancorp, the US subsidiary of the UK's National Westminster Bank, returned to profit in the first three months of 1991 — the first quarterly profit it has made in two years. Profit after tax but before extraordinary items was \$16m, compared with a \$191m loss in the first three months of 1991. Page 24

**High provisions at NationsBank**  
NationsBank, the US bank, said it expected an loan-loss provision 1992 to be \$750m to \$900m. Mr Kenneth Lewis, president, said the provision and charge-offs would decline materially in 1992, compared with the year before, but would "remain abnormally high". Page 20

**Mexican market jitters**

The Mexican stock market, which rose 30 per cent in the first two months of the year, has shown its first sign of jitters. Much of the concern is caused by new issues: in the past month Mexican companies raised almost \$2bn in the domestic and international markets. Back Page.

**Crédit Lyonnais faces more pain**  
Analysts are bracing themselves today for a fall in net profits and hefty provisions at Crédit Lyonnais. The agony will not end there. It almost certainly faces another painful write-down for 1992 because of its exposure to the precarious property sector. Page 18

**Inquiry into Owners Abroad**  
Stock exchange authorities have launched an inquiry into share dealings of Owners Abroad, the UK tour operator. The investigation is believed to cover two issues: the 37 per cent fall in the Owners share price in the past month; and the sale of 690,000 shares by Mr Howard Klein, chairman, to the company's employee share option plan. Page 24

**Gold under stress**  
The South African gold mining industry will today be revealed as an industry under considerable stress, fighting to stay afloat. The March quarterly results will show flat revenues and rising costs. Page 26

**UK drags down hotel group**

Queens Moat Houses, the UK hotels group, announced full-year pre-tax profits down 3.9 per cent to £90.4m (£158.2m), and warned that there was no sign of a recovery in its UK business. Continental European hotels accounted for 42 per cent of profits before interest and rent. Page 24; Lex, Page 16

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ICL	18	USF&G	20
Immunology	24	Unilever	25
Independent N'papers	25	Western Platinum	25
MCC	20	Weston (George)	25
MIPS Computer	22	Whitbread	25

**Chief price changes yesterday**

FRANKFURT (DM)		PARIS (FFR)	
Falls	85	Aerial Abnorm	885
Rover Verstak	4135	—	—
Daimler-Benz	785	—	512
Kak & Sals	114	42	LYNH
Kaufhof	510	—	4365
Macromann	382	58	LYST
Volkswagen	3669	—	706
Rises	83%	14	Lyon Eau Ditz
BBK	—	14	58
Falls	83%	14	Salon Robin
Apple Computer	56	—	531
Bankers Trust	501	—	530
Morgan (JP)	32.5	—	538
Pirrama	36.4	—	Hagen Cred Bk
Telkyne	23	4%	5100
New York prices at 12.30			200
Dakota	298	—	105
BHF Group	29	8	Hearts
Brewster	693	—	105
Hegland Plst	21	8	Jordan Opt
Markit/Spanier	231	—	177
West	245	—	85
Proventi Fin	436	—	85
Show (A)	36	—	85
Whitbread	369	—	90
Young Group	18	5	Stylo
Parf	36	—	143
Carri Energy	36	4	Watta Blake

**Alcatel achieves 20% rise to FFr6bn**

By William Dawkins in Paris

ALCATEL Alsthom, the big French telecommunications and engineering group, yesterday reported a higher-than-expected 20 per cent rise in net annual profits and forecast a further improvement in the current year.

Mr Pierre Suard, group chairman, said net profits rose from FFr5.1bn in 1990 to FFr6.2bn (\$1.1bn) last year, because of increased sales and earnings across the main divisions: com-

munications systems, energy and transport, electrical engineering and batteries.

The net gain came after a FFr2.7bn restructuring charge.

Mr Suard said the performance was excellent and achieved in difficult economic conditions. He said it compared well with competitors.

Group sales rose over the same period by 11 per cent to FFr16.0bn. The underlying increase was 7 per cent after stripping out the first contribu-

tion from one of Alcatel's busiest periods for acquisitions.

The main takeovers over the past year were in North America, Germany and Italy and included the transmission equipment division of Rockwell of the US, Telstra, the Italian maker of transmission equipment, Canada Wire, the cable producer, and AEG Kabel in Germany.

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As a result of investment growth, net debts rose from 7 per cent of shareholders' funds to 16 per cent over the same period.

**NTT says profits will fall sharply**

By Michiyo Nakamoto in London

Over the past five years, the proportion of Alcatel's sales outside France rose from 30 per cent to 70 per cent, Mr Suard said.

"We consider the European market to be our domestic market and, furthermore, a buoyant market which will remain so in the future," he said.

Alcatel is Europe's largest supplier of telecommunications equipment and its communications systems division recorded an 18 per cent rise sales to FFr109.8bn, representing about

two thirds of the group total.

Divisional operating profits rose 23 per cent to FFr11.8bn.

GEC Alsthom, the energy and

transport equipment group

jointly owned with GEC of Britain, contributed FFr25.9bn to

the group's sales, a 16 per cent

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Last summer's decision by the state of Texas to use TGV technology "was a major milestone for exports", said Mr Suard.

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## INTERNATIONAL COMPANIES AND FINANCE

## BHF advances to DM342m on buoyant loan demand

By David Waller in Frankfurt

THE Berliner Handels-und Frankfurter Bank (BHF) yesterday rounded off a robust reporting season for Germany's banking sector. The Frankfurt-based merchant banking group announced partial operating profits up by 15.5 per cent to DM285m (\$174.7m) and full operating profits which include the bank's own account trading results - up 13.5 per cent to DM342m.

As with its competitors, which have reported record profits in recent days, BHF enjoyed the benefits of a mixture of strong loan demand, good overseas lending business and improved stock market conditions.

Growth was more pronounced for the parent bank, which had greater exposure to the buoyant domestic banking market. Partial operating profits rose 30 per cent to DM344m and full operating profits rose by 32 per cent to DM343m.

Mr Klaus Subietzki, the bank's senior partner, said that the parent bank's profits for the first three months of the year were "clearly ahead" of the same period last year. However he said it was too early to predict whether this performance could be sustained for the entire year.

Interest income rose by 20.4 per cent to DM436m last year at the parent bank, and the interest rate margin rose from 1.68 per cent to 1.72 per cent.

The improvement has prompted a L5 rise in the dividend to L75 a share for ordinary shares and L95 for savings stock. SIP's higher profits, which had been largely expected, came in spite of the slowdown in the Italian economy, with traffic volumes rising by only 8.8 per cent.

The company has been investing heavily to improve the quality of services and install more efficient equipment to raise productivity. SIP raised industrial costs by 11.7 per cent in 1991, while operating profits surged by 17.4 per cent to L2.747bn.

Philippe views companies such as Super Club and Blockbuster as vehicles for promoting its new consumer electronics equipment, especially compact disc-interactive, which combines sound, moving images and text.

Blockbuster, the leader in the video rental market, has attracted controversy in the past - both over its accounting policies and over the prospects for the video rental market in the long term.

Philippe also said that it had amended an additional option which allows Phillips to buy 5m more shares. The option is now exercisable until December 15 this year, but if the shares are bought between July 1 and the end of the year, the price will rise to \$12 per share. If it is exercised before July 1, the price will be \$11 - the price at which the 6m shares were bought under the first option.

When Phillips agreed to invest the \$68m in Blockbuster last year, it said that this would either take the form of a direct stake - exercise of the 6m share option - or that the money would be put into joint projects in the home entertainment field, possibly a stake in Cityvision.

The link with Blockbuster is seen as underlining Phillips' commitment to expanding in video rentals, despite the prob-

lems it faces in stemming losses at its majority-owned Super Club of Belgium.

Philippe is seeking to buy out minority shareholders in Super Club, but the two sides are at odds over the value of the company's shares.

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## SIP moves ahead on improved sales

By Haig Simonian in Milan

SIP, Italy's state-owned telephone operating utility, raised net group profits by 21 per cent to L496.4bn (\$397m), due partly to a 16.7 per cent increase in sales to L19.453bn.

The improvement has prompted a L5 rise in the dividend to L75 a share for ordinary shares and L95 for savings stock. SIP's higher profits, which had been largely expected, came in spite of the slowdown in the Italian economy, with traffic volumes rising by only 8.8 per cent.

The company has been investing heavily to improve the quality of services and install more efficient equipment to raise productivity. SIP said industrial costs had grown by 11.7 per cent in 1991, while operating profits surged by 17.4 per cent to L2.747bn.

The group gave no indication of how much profits had been swollen by its monopoly over Italy's lucrative portable telephones service, which ranks second to the UK with 568,000 subscribers. Executives from SIP, which has an exclusive contract to operate telephone services until early next century, have been fighting government plans to open the market for portable phones to a second operator.

Investments rose by 10.7 per cent to L10.751bn. The company has reached agreement with the government on a price cap system linking tariff increases to pre-set quality and productivity criteria. It said it had increased the number of digital exchanges while the time taken to install a phone had been cut by almost half to 17 days.

• Europa Metalli, the industrial arm of the SMI non-ferrous metals group, raised consolidated turnover to L3.013bn last year from L1.485bn in 1990 following the inclusion of sales for Kabelmetal, the German metals group bought in late 1990. Group net profits rose to L10.9bn after minority interests, against L8.9bn the previous year. As in 1990, the group is not proposing to pay a dividend.

The rise in revenue reflected a three-month contribution from Nokia Data, the Finnish personal computer operation bought last year. There were also contributions from ICL's investment in CPM and Sorbus, European computing services companies specialising in maintenance and facilities management.

Without these contributions, revenue growth was essentially flat, emphasising the effect of recession on the company's main markets in the US, UK and the rest of Europe.

Mr Peter Bonfield, chairman and chief executive, said it was a creditable performance in a difficult year. The group had incurred substantial expenses as a result of the Nokia acquisition and new product introductions. Research and development costs increased 4 per cent to \$229m.

Nevertheless, it was the first time the company had demonstrated that it could increase its market share in Europe.

Most of its traditional competitors lost money last year.

Net earnings amounted to £39m. After ordinary dividends, the company will retain net cash of £31m. Group borrowings are £51m, equivalent to gearing of 17 per cent.

## The price of saying 'oui' too often

Alice Rawsthorn on the impact of Crédit Lyonnais' lending miscalculations

**T**he opulent head office of Crédit Lyonnais on Boulevard Haussmann in the heart of the Paris banking district is plastered with posters proclaiming its slogan: "Le pouvoir de dire oui" ("The power to say yes").

However, when Mr Jean-Yves Haberer, Crédit Lyonnais' chairman, casts his eye along the list of his bank's debtors, he must wish that it had not said "oui" quite so often. This afternoon he will reveal annual results which will show how much it cost Crédit Lyonnais to say yes to Mr Robert Maxwell - the disgraced British media baron - Mr Giancarlo Parretti - the Italian businessman who hauled the bank into an embarrassing and expensive legal fight over MGM, the Hollywood movie studio - and Mr Jean-Luc Lagardère - whose media empire, Hachette, has been hit by the collapse of La Cinq, the French TV station.

Analysts are bracing themselves for a fall in net profits from last year's FFr3.7bn (\$572.7m) and for hefty provisions, which, as one put it, "could be anything from FFr7bn to FFr10bn".

The agony will not end there. Even if Crédit Lyonnais makes the fullest possible provisions for 1991, it almost certainly faces another painful write-down for 1992 because of its exposure to the precarious property sector, particularly to Olympia & York, the ailing Canadian company currently trying to reschedule its \$20bn debt. Crédit Lyonnais is

CREDIT LYONNAIS				
	1986	1987	1988	1989
Total balance sheet (FFr bn)	20.2	24.6	33.8	39.0
Total banking income (FFr m)	26,436	27,297	30,171	35,226
Net profit (FFr m)	1,821	2,083	3,130	3,707

Source: Crédit Lyonnais annual report

believed to be O&Y's second biggest European creditor, after Barings.

On the surface Crédit Lyonnais seems to be paying a painful price for the aggressive lending policy pursued by Mr Haberer in the late 1980s. This formed part of his attempts to turn the sleepy, state-controlled French bank into a "universal bank" along the lines of the mighty Deutsche Bank, with broad interests across the banking sector, extensive industrial investments and one of Europe's biggest retail banking networks, with a significant presence in Belgium, Spain and Italy as well as France.

The cynics in the French financial establishment, who had fumed as Mr Haberer swept through the ranks of the Treasury and then to the top of the prestigious Paribas investment banking group, were quick to condemn his plans.

Over the past year or so they have barely bothered to disguise their glee as Crédit Lyonnais' loans have gone sour.

But Crédit Lyonnais' predicament may not be quite as bad as they think. Some aspects of Mr Haberer's strategy have undoubtedly flopped, notably the loans policy. Many big banks lent money to the

stricken giants of the 1980s, but few banks lent quite so much money to so many losers as Crédit Lyonnais.

"Crédit Lyonnais has invested heavily in tighter management and cost control which seems to be paying off," said Mr Chris Davis, European banking analyst at Barclays de Zoete Wedd in London.

The progress in retail banking augurs well for the future. Crédit Lyonnais is trying to expand in Germany where it is in negotiations over an investment in BIG Bank. Last year it also fared well in other financial activities - the Altus banking subsidiary in France and its huge junk bond portfolio in the US.

But Altus is a volatile business, as illustrated by its swing from hefty losses (from foreign exchange dealings) in the first half of 1991 into an impressive profit for the full year, as are junk bonds. "These are high risk businesses," said Mr Serafimovskii. "Crédit Lyonnais could make a killing one year, but nothing the next. And what is a French bank doing with one of the biggest junk bond portfolios in the US?"

But most analysts seem prepared to accept that, however gaudily today's results may be, it is still too soon to assess whether, in the long term, Mr Haberer's strategy will succeed. "Crédit Lyonnais certainly has its problems, but this is a very big business. It will be three or four years before we can make a sensible assessment," said Mr Davis.

## Philips raises Blockbuster stake

By Roland van der Krol in Amsterdam and Nikki Tait in New York

PHILIPS, the Dutch electronics group, yesterday exercised a \$68m option to acquire shares in Blockbuster, the US-based video rental chain which owns the Cityvision chain in the UK.

The move raises the Dutch company's stake in Blockbuster to 4.5 per cent and deepens a partnership formed last November. The 6m shares bought yesterday come on top of 5m shares purchased at the end of February.

Blockbuster also said that it had amended an additional option which allows Phillips to buy 5m more shares. The option is now exercisable

until December 15 this year, but if the shares are bought between July 1 and the end of the year, the price will rise to \$12 per share. If it is exercised before July 1, the price will be \$11 - the price at which the 6m shares were bought under the first option.

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The link with Blockbuster is seen as underlining Phillips' commitment to expanding in video rentals, despite the prob-

## Costain Group suffers £69m loss

By Jane Fuller in London

FALLING values in the UK housing and commercial property sectors led to 1991 pre-tax losses of £69.2m (\$120.4m) at Costain Group, the construction and mining concern.

The stock market had been braced for severe losses and for a failure to pay a final dividend. The share price closed 1p up at 66p yesterday. The maintained interim dividend of 4.75p becomes the total, after 12.25p the previous year.

Last year's pre-tax losses follow a profit of £5.5m in 1990, and that was only a fraction of the peak £91.9m made in 1988.

The possibility of interest rates rising.

The other big exceptional loss was £34.2m on the sale of UK housing land, leaving a value of £65m on the remainder. Mr Peter Costain, chief executive, said the running total for housing write-downs was about £70m over the past three years.

"This reflects our position in the south of England, where land prices have taken one hell of a knock," he said.

Mr Costain added that if house prices fell further this year, it would lead to more provisions. A related worry was

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## ICL slips to £78m in 'difficult year'

By Alan Cane in London

ICL, the UK-based computer manufacturer in which Fujitsu of Japan has a majority stake, was profitable in 1991 - albeit at a reduced level - in the worst trading environment the industry ever experienced.

Operating profit was £78m (\$135.7m), a 30 per cent decline on the previous year's £112m. Revenue, however, rose 16 per cent to £1.87bn, against £1.61bn the previous year.

The rise in revenue reflected a three-month contribution from Nokia Data, the Finnish

personal computer operation bought last year. There were also contributions from ICL's investment in CPM and Sorbus, European computing services companies specialising in maintenance and facilities management.

Without these contributions, revenue growth was essentially flat, emphasising the effect of recession on the company's main markets in the US, UK and the rest of Europe.

Mr Peter Bonfield, chairman and chief executive, said it was a creditable performance in a difficult year. The group had

incurred substantial expenses as a result of the Nokia acquisition and new product introductions. Research and development costs increased 4 per cent to \$229m.

Nevertheless, it was the first time the company had demonstrated that it could increase its market share in Europe.

Most of its traditional competitors lost money last year.

Net earnings amounted to £39m. After ordinary dividends, the company will retain net cash of £31m. Group borrowings are £51m, equivalent to gearing of 17 per cent.

## Royal Nedlloyd Group NV

in a new joint venture with Bulkitalia SpA has formed

### BulkNedlloyd Holding BV

which will continue and expand its dry bulk shipping activities

J.P. Morgan acted as financial adviser to Nedlloyd Group in this transaction and assisted in the negotiations

JPMorgan

February 1992

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February 1992

Weekly net asset value

Leveraged Capital Holdings N.V.

as at 06.04.92 was US\$ 462.39

Listed on the Amsterdam Stock Exchange

Information:

Pierson, Heldring & Pierson N.V.

Rotterdam 55, 3012 AK Amsterdam.

# THE WORLD IS FLAT?

MANY GREAT MEN BELIEVED IT...

## INTERNATIONAL COMPANIES AND FINANCE

## Advertising rebound lifts Dow Jones income 58%

By Martin Dickson  
In New York

DOW JONES, publisher of the Wall Street Journal, yesterday reported a 58 per cent rise in first-quarter net income as advertising lineage at the newspaper rebounded from the depressed level of 1991.

Dow Jones reported income of \$28.35m, or 28 cents a share, compared with \$17.96m, or 18 cents, in the first quarter of last year.

Revenues rose nearly 5 per cent to \$438m. The profit figures were towards the top end of Wall Street expectations.

The Wall Street Journal has been helped over the past two

quarters by advertising for the flood of new securities issues in the US market. Corporate advertising, hit hard by the recession, still appears to be relatively soft, say brokers' analysts.

The company itself attributes its improved performance to higher advertising lineage at the Journal, lower interest expense and improved earnings at Telerate, its electronic financial information service, and at its Ottawa community newspapers.

Operating income at its business publishing segment rose from \$9.65m to \$24.62m on revenues 8 per cent higher at \$186m. Advertising lineage at its daily newspapers fell 5.5 per cent.

the Journal rose 9.2 per cent relative to the first quarter of last year.

There was one additional publishing day this year, and on a per-issue basis lineage rose 7.5 per cent.

The company's information services segment - which includes Telerate - produced operating income of \$40.26m, compared with \$38.52m, on revenues 2.2 per cent higher at \$196.25m.

Ottawa Newspapers saw a rise in profits from \$2.7m to \$4.1m, while revenues rose 2.6 per cent to \$53.23m.

However, advertising lineage at its daily newspapers fell 5.5 per cent.

## Record year for FLS Industries

By Hilary Barnes  
In Copenhagen

FLS INDUSTRIES, the Danish industrial conglomerate, improved net profits to a record Dkr660m (\$104.8m) last year from Dkr586m in 1990. The group's interests include cement-making equipment, environmental engineering, building materials and aircraft maintenance.

Profits before tax and extraordinary items were up from Dkr670m to Dkr690m.

which increased the return on equity from 20 to 19 per cent. Group sales moved ahead from Dkr1.35bn to Dkr1.59bn.

After an extensive programme of acquisitions over the past few years, the group said the share of sales abroad had increased from 49 per cent in 1988 to 75 per cent last year.

The board proposed an unchanged Dkr12 dividend per share and a one-for-five scrip issue, marking the group's 10th anniversary. Employees will be offered

4.7m B shares, face value Dkr100, at a price of Dkr105. The market price, after a Dkr18 rise yesterday, is Dkr53.

The board said the group expected to be able to maintain a satisfactory result in 1992.

Although demand in main markets for their leading products was expected to remain weak, several group companies had such a strong market position that they were able to maintain earnings even in difficult times, the company said.

Judge Brozman granted the extension, to June 15, saying the complexity and time-consuming research required to ascertain the disposition of assets warranted the ruling.

Time Warner, the US entertainment and media group, has agreed to buy Maxwell's British publishing business, Macdonald and Co, for an undisclosed price.

TELESP, the public telephone company serving Brazil's largest city, São Paulo, suffered losses of \$12.9m (Cr13.7bn) for 1991, compared with profits of \$107.3m the year before.

Telesp was among the most sought after companies in the Brazilian stock market in 1991.

Its ordinary stock increased in value by 12.49 per cent and preference stock by 11.06 per cent during the year.

One reason for Telesp's negative showing in 1991 was the price freeze imposed by the federal government during most of the first semester, said Mr Pedro Vilani, senior investment analyst for Norchem Bank, a São Paulo bank.

"After August, there were steep price increases, and by the end of the year, prices had caught up with inflation," Mr Vilani observed.

Another reason for Telesp's losses was the effect of a law requiring companies to revalue assets to incorporate real inflation rates, which were higher than original government figures.

"Law 8200 was a new factor from the point of view of investors," noted Mr Vilani.

The Norchem analyst expects Telesp to bounce back in 1992. In addition to price increases, he noted that positive signs included the company's expansion plan and its solid financial structure. "We are expecting better results in 1992," he predicted.

## Hafnia's 1991 accounts delayed

By Hilary Barnes

THE BOARD of Hafnia Holding, the beleaguered Danish insurance group, failed to approve the 1991 accounts after meeting all day yesterday. A brief statement said that the board would complete its deliberations by April 10 at the latest.

Hafnia's shares were suspended on the Copenhagen and other stock exchanges on Monday as speculation about

the future of the group mounted.

After heavy and costly investments in Baltic, its Danish rival, and Skandia, the Swedish insurer, the group is expected to report a substantial loss for 1991.

Since its investment in Skandia in December, when the Danish company, together with Norway's UNI Storebrand, tried to gain control of Skandia might end in a complete reversal, with Skandia taking over Hafnia.

Mondays statement to the stock exchanges said the negotiations with Skandia were reaching a conclusive phase, but this assertion was not supported in comments from either Skandia or UNI.

Speculation in Copenhagen yesterday was that Hafnia's attempt to gain control of Skandia might end in a complete reversal, with Skandia taking over Hafnia.

This could lead to American buying 25 per cent of Canadian, he said in Montreal, but control of Canadian would remain firmly in Canada.

The deal would allow Canadian to cut costs by winning access to American's more sophisticated computer systems, and both airlines will share staff in foreign locations.

He dismissed a merger with Air Canada in any form. Merging the two airlines' international routes while remaining separate domestically would be unworkable for competitive reasons.

"Two carriers with 80 to 100 aircraft cannot stand up to the competition from British Airways, Delta, American and United, each of which operate 500 or more," he said.

It has seven plants in Canada and four in the US, with a total payroll of 2,000.

• Pargesa Holding, of Geneva, the only surviving integrated textile producer, has retained Goldman Sachs of New York to look at all options for its yarn business.

Domtex would consider selling it, merging it with another company or an initial public offering.

The yarn business, with annual sales of US\$275m, represents about a quarter of Domtex's total business in North America, Europe, North Africa and Asia. It supplies commodity and specialised yarns for knitted and woven apparel fabrics, for furnishings and industrial products.

It has seven plants in Canada and four in the US, with a total payroll of 2,000.

• Dominion Textile, Canada's

## Power Financial tumbles 14%

By Robert Gibbons  
in Montreal

POWER Financial, the financial services arm of Paul Desmarais' Power Corporation of Canada group, reported that 1991 profit fell 14 per cent to C\$159.7m (US\$142.4m), or C\$1.77 a share, from C\$184.6m, or C\$2.02 a share, in 1990.

The decline was due to lower income from short-term investments.

PPC's share of earnings of subsidiaries and in Canada and Europe, however, rose slightly. PPC controls two of Canada's largest financial services, Great-West Lifeco and Investors Group, and also a 25 per cent interest in

• The C\$41bn Caisse de Dépot, the investment arm of the Quebec Pension Plan, has invested C\$30m for a 2 per cent interest in the Paribas holding company, Copeba.

Mr Pierre Schobier, president of Copeba, said in Montreal the two organisations will co-operate in investing in Quebec, Canada and Europe. Mr Jean-Claude Delorme, chairman of the Caisse, will join the board of Copeba.

Copeba owns interest in several Quebec-based companies. The Paribas group is the second-largest stockholder in Power Corp of Canada, with two seats on the board.

• Dominion Textile, Canada's

If you wish to attend either of the Free Business Breakfasts, please write to the appropriate office below:

London: Rachelle Nelson  
Robert Half Freepost, Walter House,  
418 The Strand, London WC2R 0BR  
Telephone 071-536 3943

Surrey: Sarah Plat  
Robert Half Freepost  
Princess Beatrix House, Victoria Street  
Windsor, Berks SL4 1YV  
Telephone 0753 877777

**ROBERT HALF**  
THE HUMAN FACTOR

## ASSERTIVENESS AT WORK

### A Question of Confidence

In London on Wednesday 6th May 1992,  
at The London Marriott Hotel, Grosvenor Square,  
London W1. 8.15am - 9.30am

In Surrey on Tuesday 12th May 1992,  
at The Runnymede Hotel, Windsor Road, Egham,  
Surrey. 8.15am - 9.30am

People like the economy, thrive on confidence. When they feel confident they can harness it to handle assertively the tough situations we all face when economic conditions are tight. Too much confidence leads to aggression; too little to non-assertion.

Ken Back and Sally Arthur of Context Training Ltd will focus on ways in which people can improve their performance through increased assertion.

Amongst the areas they will cover are:

• ASSERTION NOT AGGRESSION

• THE BENEFITS OF INCREASED ASSERTION

• INNER DIALOGUES THAT AFFECT CONFIDENCE

• STATING VIEWS AND OPTIONS IN WAYS THAT ARE INFLUENTIAL YET DON'T GET OTHER PEOPLE'S BACKS UP

Obtaining Information without being fobbed off or causing resentment.

Context Training Ltd has pioneered assertiveness training in the UK for people at work. It is now recognised as the country's leading training company specialising in this area.

Many thousands of managers and specialists, including a substantial number from the financial sector, have attended its workshops, including ones designed to meet the specific needs of organisations, both in the UK and overseas.

Ken and Kate Back have published many articles on assertiveness and their book 'Assertiveness At Work' has sold over 60,000 copies worldwide. They have also appeared on various television and radio programmes about assertiveness.

Places at the Breakfasts are strictly limited.

## Court allows more time for MCC plan

By Alan Friedman  
in New York

THE court-appointed administrators of Maxwell Communications Corporation (MCC), the UK-based company once controlled by the late Mr Robert Maxwell, have been granted a 60-day extension of their exclusive right to file a reorganisation plan for the company.

The delay was granted on Tuesday night by Ms Tina Brozman, the New York bankruptcy court judge who has overseen the running of MCC since last December, when the company filed for protection from creditors under Chapter 11 of US bankruptcy law.

MCC is operating under a complex arrangement that permits the Macmillan publishing company and Official Airline Guide, both MCC subsidiaries, to function in the US and requires co-ordination between New York and UK court administrators of the Maxwell empire.

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The Norchem analyst expects Telesp to bounce back in 1992. In addition to price increases, he noted that positive signs included the company's expansion plan and its solid financial structure. "We are expecting better results in 1992," he predicted.

## USF&G sees first-quarter profit

By Nikki Taft in New York

USF&G, the large but troubled Baltimore-based insurer, yesterday told analysts that it expected to beat current market expectations when it reports figures for the first quarter of 1992, posting a very small profit for the period.

Mr Norman Blake, the company's chairman, said that net income for the quarter will be around \$2m to \$5m, and that this will translate into a loss per share of around 9 to 12 cents after paying preferred stock dividends. Analysts had been predicting a loss of some 30 cents a share.

In the previous year, the first-quarter figures showed a net loss of \$5m, or 70 cents a share.

For the full year, the deficit amounted to \$176m.

Part of the insurer's problem

reached \$569m in 1990 - in part, a reflection of charges arising from a restructuring of the business.

Mr Blake acknowledged yesterday that the insurance environment remains "soft", but suggested that the improved figures stemmed from the realignment of the business.

USF&G has taken steps to overhaul its business under Mr Blake's command - pulling out of workers' compensation business in certain states, for example, ceasing to write new personal lines insurance in others, and slashing both head office staff and branch offices.

Analysts, however, have questioned whether in the process of improving the bottom-line results - the fairly drastic cutbacks would undermine USF&G's franchise.

Part of the insurer's problem

out in capacity is thought necessary.

• Non-performing real estate loans will be a significant drag on Travelers' Corporation's earnings this year, said Mr Edward Budd, chairman, Bloomberg reports.

After the insurance company's annual meeting, Mr Budd said he did not know how much the company's troubled loan portfolio would affect profits this year.

Describing 1991 as one of the toughest years in recent memory for the company, he said profits last year would have been \$300m higher if it were not for underperforming real estate loans.

Underperforming loans in Travelers' \$15bn real estate and mortgage portfolio were \$5bn at the end of the year.

## Downturn in CGIP's annual earnings

By William Dawkins in Paris

COMPAGNIE Générale d'Industrie et de Participations (CGIP), the French holding group controlled by the Wendel steel family, yesterday reported a slight decline in net annual earnings.

The group, a big shareholder in both CMB Packaging, the Franco-British packaging group and in Cap Gemini Sogeti, Europe's leading provider of computer services, saw provisional net income decline to FFr664m (\$11.57m) last year from FFr693m in 1990.

This was "a stable performance in a difficult economic environment", said Mr Ernest-Antoine Seillière, CGIP's chairman.

It reflected an improvement from CMB Packaging, soon to be renamed Carnaud Metal Box after the companies described by its initials, a downturn at Cap Gemini Sogeti, and the absence of a large exceptional gain made from an asset sale in 1990, he said.

New management had moved into place smoothly

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**THE WORLD IS ROUND  
FOR PEOPLE WHO KNOW THE FACTS**

## INTERNATIONAL COMPANIES AND CAPITAL MARKETS

## Czech tobacco group draws bids

Western companies are vying to buy Tabak, writes Ariane Genillard

**T**he future ownership of Tabak, the Czech tobacco company, is to be decided shortly after the close tomorrow of a tender which has stirred the controversy about the sale of former communist monopolies to western companies.

Bidders - which include Philip Morris, RJR Reynolds, BAT Industries, Saita, and Rothmans International - have been asked to present offers to acquire an initial 30 per cent of the company. This stake is expected to grow into a majority ownership over time.

The investment will provide a strategic stronghold in the Czechoslovak tobacco industry and in eastern Europe.

Tabak produces 20bn cigarettes annually and dominates the tobacco industry in Czechoslovakia, which it shares with a smaller Slovak company.

The company's production volume also exceeds that of the Hungarian plants which were recently sold to foreign companies.

Multinational tobacco companies have been running a cut-throat race to win positions in the eastern European cigarette markets

gary, where Philip Morris has invested in the largest tobacco company and will be competing with BAT, which recently bought a plant producing 40 per cent of the 26bn cigarettes consumed annually in the country.

In Poland, a government decision on the fate of the various tobacco plants, which already operate independently, is needed before sales can proceed. The Czech company, whose 1991 sales amounted to Kcs13bn (\$133m), controls an estimated 70 per cent of the tobacco market in the Czech republic. On the national level, it is believed to control 60 per

Arguing against a break-up of Tabak, Czech officials have pointed out that Tabak's position is not fully monopolistic because it shares the national market with CSTP, the Slovak tobacco company and because imports of cigarettes are liberalised. Legal cigarette imports accounted for 4 per cent of the overall 21bn of cigarettes consumed in Czechoslovakia in 1990.

CSTP produces an average of 12bn cigarettes a year. It is also up for sale with Austria Tabak believed to be a front runner. A clause in the purchasing contract of Tabak stipulates that the two companies have to be sold to separate international buyers.

Government officials have argued that the five plants of Tabak are inter-dependent and therefore cannot be easily separated. Filters and packages, for example, are all produced in one plant.

Large companies in Czechoslovakia, which operated in monopolistic situations in the communist era, have proved difficult to restructure before sale. This has been achieved when production was differentiated, as is the case for Skoda-Pilsen, the large engineering company where separate joint ventures were created.

In many cases, the government, which wants to privatise as fast as possible, has opted to sell whole companies.

The recent sale to Nestle and

cent of the Czechoslovak market, which it shares with the Slovak tobacco company.

Tobacco companies have complained that the sale of Tabak will give a quasi-monopolistic situation to the final buyer and prevent competition among plants.

They claim that selling separate plants would maximise the level of investment in each plant, provide guarantees for employment levels and foster overall growth.

The maintenance of a quasi-monopoly could lead to high prices and reduced output, which in turn would affect tax revenues. Tobacco companies are still taxed on a turnover basis in Czechoslovakia although a VAT tax is planned for the near future.

This move differs from Hun-

gary, where Philip Morris has invested in the largest tobacco company and will be competing with BAT, which recently bought a plant producing 40 per cent of the 26bn cigarettes consumed annually in the country.

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The recent sale to Nestle and



Leo Melamed: hopes for 900 terminals within five years

## Globex system to be launched on June 25

**GLOBEX**, the after-hours electronic trading system for futures and options, is finally due to be launched on June 25. It was announced in Tokyo yesterday.

This provision, which has been common in joint venture agreements signed in Czechoslovakia, could stretch over three to five years, officials say. Such a provision would not prevent the buyer from significantly reducing operations in some plants.

Winning control of Tabak would be an important prize for an international group involved in the intense global battle for market shares. With this advantage at stake the government is expecting a high price.

The recent sale to Nestle and

the remainder placed with institutions.

Another 600 shares were offered to locals and foreigners under a tender system. These were oversubscribed 6.47 times with the highest bid at M\$1.10 per share. A further 84.93m were offered to Tenaga employees while 300m were allotted to approved Bumiputra investors.

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## COMPANY NEWS: UK

## Queens Moat below City forecasts

By Michael Skapinker,  
L'espresso  
Correspondent

QUEENS MOAT Houses, the hotels group, announced full-year pre-tax profits down 3.9 per cent to £90.4m, slightly below market expectations, and warned that there was no sign of a sustained recovery in its UK business.

A better performance on the Continent, where the company has 88 of its 190 hotels, helped raise profit before rent and interest to £157m for the year to end-December against £142m in 1990. Profits at the pre-tax level were dragged down by an increased interest charge of £56.5m (£43.1m) and higher rent of £9.6m (£5.9m). Turnover was £540m (£495m).

Despite a fall in fully-diluted earnings per share to 7.58p (8.59p), a proposed final dividend of 1.5p raises the total to 2.82p (3.62p).

Mr John Bairstow, chairman, said: "In more normal times we would have no hesitation in anticipating a year of strong growth, especially with the extremely good start to 1992 in our continental hotels. However, in the face of the eco-



John Bairstow: good performance from continental hotels

nomic uncertainties, particularly in the UK, such optimism would be misplaced."

He added: "It is reasonable for shareholders to expect a satisfactory outcome in 1992 and a resumption of growth thereafter."

Mr Bairstow said the continental hotels accounted for 42 per cent of profits before inter-

est and rent. Profits in Germany, where the group has 36 hotels, and in the Netherlands, where it has 26, increased by 20 per cent. The group had seen no evidence of a slowdown in Germany, where its hotels cater almost exclusively for business travellers.

The UK business was shielded to some extent by the

small number of hotels the group has in London, where occupancies have fallen more sharply than in the rest of the country. Mr Bairstow said the three London hotels had been worse than those in the Midlands and the north of England.

"The flickers of improvement we have seen have been in those regions rather than in London and the south east," Mr Bairstow said.

• Queens Moat also said it was making a recommended £5.5m cash offer for the shares it does not already own in Chester International Hotel, a four-star 152-room property near Chester city centre. Queens Moat manages the hotel and has a 28 per cent fully diluted stake in it.

Queens Moat and Chester International have some directors in common and certain Queens Moat directors and their families hold 2.9 per cent of Chester's ordinary shares. Queens Moat said it had been advised on the deal by Chester's independent directors and Charterhouse. It said Charterhouse would make the offer on its behalf.

The company is believed to have debts of about £70m. Standard Chartered has said its exposure to MTM's debt is minimal. The largest shareholder in MTM last week was Midland Bank, which held 6.75 per cent of the shares. Schroders Investment Management held 6.51 per cent, while Garde more Investment Management held 6.14 per cent.

The group, which has said it will probably not pay a final dividend for the year to December 31, has not yet given the date for publication of its full-year accounts.

So far, BDO Binder Hamlyn, its auditors, have refused to sign off the accounts because of disagreements about asset values.

The accountants have been asked to prepare a report on the reasons and circumstances surrounding the shortfall in profits that triggered its present crisis.

• Eastern Executive Group, the corporate management specialist, has also been appointed to evaluate the group's financial and operational position. It will recommend options for MTM's future strategic development. The shares closed up 3p at 23p.

See Lex

## Costain plans to continue debt reduction

By Jane Fuller

ONE OF Costain Group's main messages yesterday, after announcing a £69.2m pre-tax loss for 1991, was the progress made on reducing debt.

Before last April's £77m rights issue, at 15.5p a share, net debt reached £372m, gearing of well over 100 per cent. Thanks to that issue and the £101m disposal of the investment property portfolio, year-end gearing came down to 53 per cent on net debt of £188m.

This includes £22m of off-balance sheet debt in the Spitalfields development on the fringe of the City, and £38m of convertible preference shares.

Mr Peter Costain, chief executive, said the group planned to reduce borrowings

further this year, again by disposals as cash flow was expected to be neutral.

With the business now concentrating on engineering and construction and on mining, candidates for sale included non-coal mining activities in the US and properties in Australia.

The group has been struggling to reduce borrowings since the £124m purchase of Pyro Energy, a US coal mining concern, in mid-1989. Gearing went up from 25 per cent to 37 per cent as a result.

Not long after the purchase, an explosion at a Kentucky mine killed 10 people and closed the pit for 14 weeks. Productivity was badly affected and Mr Costain admitted that the return so far on the investment was disappointing.

After that acquisition, the group missed

its gearing reduction targets and by the end of 1990 the ratio stood at about 100 per cent. Since then £25m has been cut from borrowings.

The period has coincided with disappointments on the housing and commercial property fronts. In 1988 the group sold nearly 1,900 houses. Last year it sold 400.

The core engineering and construction business showed some resilience last year, making an operating profit of £24.6m (£32.9m), after £12m of provisions against the Channel tunnel contract. Turnover slipped to £979m (£1.07bn).

Mr Costain said the international contracting workload had doubled, cushioning the effects of UK recession.

Mining, which saw profits fall from £41.1m to £3.6m, should improve, he said.

## Bodycote rises to £11.5m despite setback in sales

A SHARP fall in interest charges helped profits at Bodycote International, the metal technology group, move ahead by 12 per cent to £5.5m despite a setback in the aerospace industry following the Gulf war.

Mr Chesworth, joint managing director, said the proceeds of selling Skelmersdale Packaging in December 1990 had reduced interest charges by £1.1m to £26.6m.

The Skelmersdale disposal accounted for the fall in turnover from £75.5m to £65.5m for the year to December 31.

The group closed Brockenhurst Fabrics, the last of its traditional textile businesses, in a charge of £79.000 taken below the line.

The bulk of Bodycote's business is in metal treatment, first

ventured into in 1979, for industries such as aerospace and automotive. Operating profits in the metal technology division moved ahead by 12 per cent to £5.5m despite a setback in the aerospace industry following the Gulf war.

Mr Chesworth said that current trading in these businesses was encouraging. The motor trade was not getting any worse, he said, while 90 per cent of Bodycote's aerospace exposure was in the civil sector.

Elsewhere, the workwear rental business produced record profits of £2.6m, up 20 per cent.

Industrial and general operations, which include the packaging arm, saw a 22 per cent fall in profits to £2.9m following the Skelmersdale sale.

Growth in earnings per share was hampered by the £3.5m placing of 1m shares in April. Earnings rose from 27.1p to 27.8p.

An increase in the final dividend to 5.75p is proposed for a total of 9.25p (8.75p).

Growth in earnings per share net except where otherwise stated.

On increased capital, SISUM stock, £1.00 per share.

### DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corres - pending dividend	Total for year	Total for last year
Blockley	£1.43	July 1	2.88	3.38	4.81
Bodycote Int'l	£5.75	July 1	5.5	9.25	8.75
Brammer	£8.5	July 1	8.5	13	13
Clayform Props	nil	July 1	-	nil	2
Cooper (Fried)	£1.5	July 3	1.5	-	4
Cookson	nil	July 5	7.5	4.75	12.25
COC Trust	£5	May 29	5	5	5
Independent News	£0.48	May 20	8.5	14	13
Magnolia	£3.65	June 1	3.65	5.4	5.4
Melville	nil	-	1.6	-	3.2
Ocean	£9.82	June 1	9.53	14.33	14.2
Proudfoot (Alex)	£13.5	-	13	19.5	19
Queens Moat	£1.54	May 28	1.4	2.882	2.82
Richards Group	£2.75	June 10	2.75	4.4	4.4
Style	£3.00	Oct 1	2.5	2.5	9
Sykes-Pickavans	£3.5	July 2	3.5	5.75	5.75

Dividends shown per share net except where otherwise stated.

On increased capital, SISUM stock, £1.00 per share.

NEW ISSUES April 8, 1992

## Fannie Mae

**\$700,000,000**

**7.00% Debentures**

Dated April 10, 1992 Due April 1, 1997

Interest payable on October 10, 1992 and semiannually thereafter.

Series SM-1997-O Cusip No. 313586 5D7

Callable on or after April 10, 1995

**Price 99.875%**

**\$700,000,000**

**7.90% Debentures**

Dated April 10, 1992 Due April 10, 2002

Interest payable on October 10, 1992 and semiannually thereafter.

Series SM-2002-D Cusip No. 313586 5E5

Callable on or after April 10, 1997

**Price 99.875%**

The debentures of April 10, 1997 are redeemable on or after April 10, 1995 and the debentures of April 10, 2002 are redeemable on or after April 10, 1997. The debentures may be redeemed in part at the option of the Corporation at any time from time to time for 100% of the principal amount redeemed plus accrued interest thereon to the date of redemption.

The debentures are the obligations of the Federal National Mortgage Association, a corporation organized and existing under the laws of the United States, and issued under authority contained in Section 304(b) of the Federal National Mortgage Association Charter Act (12 U.S.C. 1718 et seq.).

This offering is made by the Federal National Mortgage Association through its Senior Vice President-Finance and Treasurer with the assistance of a nationwide selling group of recognized dealers in securities.

Debentures will be available in Book-Entry form only. There will be no definitive securities offered.

**Gary L. Perlin**

Senior Vice President  
Finance and Treasurer

3900 Wisconsin Avenue, N.W., Washington, D.C. 20016

This announcement appears as a matter of record only. This announcement is neither an offer to sell nor a solicitation of an offer to buy any of the Debentures.

**Linda K. Knight**

Vice President and  
Assistant Treasurer

3900 Wisconsin Avenue, N.W., Washington, D.C. 20016

This announcement appears as a matter of record only. This announcement is neither an offer to sell nor a solicitation of an offer to buy any of the Debentures.

## MTM agrees short-term facilities with bankers

By Paul Abrahams

MTM, the speciality chemicals group, yesterday announced that it had concluded a short-term agreement with its bankers following its breach of covenants.

The group said the new facilities were for an initial period until April 30.

Negotiations with two syndicates led by Chase Manhattan of the US and Standard Chartered, the international UK-based bank, were continuing with a view to securing the group's longer-term funding,

## NatWest Bancorp returns to black with \$16m in first quarter

By Robert Peston

NATIONAL Westminster Bancorp, the US subsidiary of the UK's National Westminster Bank, returned to profit in the first three months of 1992. This was the first quarterly profit it has made in two years.

Profit after tax but before extraordinary items was \$16m (£9.3m), compared with a \$15m loss in the first three months of 1991. The progress was due principally to a fall to \$30.5m (£22.2m) in provisions for losses on loans.

Mr John Tugwell, who took over a year ago as chairman of NatWest Bancorp, said: "Things are looking a little more rosy." He added that in

underlying terms the US bank was making an 8 per cent annualised return on its equity, which compares with a target rate of 15 per cent. He hopes to reach that target rate in the next couple of years.

It is understood that NatWest will review whether it wishes to continue owning the US bank when it is confident that the subsidiary is earning respectable profits again.

NatWest Bancorp has been hurt particularly in the property market in the north-east of the US, where most of its operations are based.

Mr Tugwell said that the rate at which customers were getting into difficulties had been

declining rapidly. There has been a slight fall to \$1.14bn (£1.15bn at the end of 1991) in the volume of loans classified as non-performing according to standards set by US banking regulators.

In addition, the bank is managing properties and other assets worth \$337m, down from \$345m at the end of 1991, which it has taken under its control from borrowers in severe difficulties.

Mr Tugwell said he has been making significant progress in reducing the costs of managing these foreclosed properties. He has, for example, negotiated discounts on the costs of insuring buildings and of hiring security guards.

## Stock Exchange launches probe into Owners Abroad share deals

By Christopher Price and Michael Skapinker

THE STOCK Exchange yesterday launched an inquiry

## Acquisitions help Ocean to £51m

By Richard Gourlay

OCEAN GROUP, the marine freight and environmental services conglomerate, yesterday revealed a 6 per cent increase in 1991 profits helped by acquisitions and a lower interest charge following last year's rights issue.

Pre-tax profits rose from £48m to £51m on sales up 22 per cent at £1.26bn.

Stronger performances in the freight and distribution and marine divisions were offset by a halving of the contribution from environmental services.

Earnings after the 288m rights issue fell to 24.8p (27p) and a final dividend of 9.62p makes a 14.33p (14.2p) total.

Mr Nicholas Barber, chief executive, said organically the group grew 5 per cent.

The group took market share to expand freight and distribution division operating profits by 7 per cent to £28m despite City fears that this was a prime candidate to be hit in recession.

Operating profits at MSAS, the freight forwarding company, and at McGregor Cory, the storage and distribution



Nicholas Barber: organically, the group grew 5 per cent

company, rose 15 per cent and 26 per cent respectively.

In the marine services division, profits grew 20 per cent to £30.9m, a result that was unlikely to be repeated this year as cash flow constraints hit exploration, Mr Barber said.

Gearing at year-end had fallen to 10 per cent, compared to 50 per cent in December 1990, and Mr Barber expected the level to be about 20 per cent by the end of 1992 assuming a capital spend broadly unchanged at about £50m to £70m.

Absentee

### COMMENT

One might not choose to be in freight forwarding and energy related businesses with recession stalks the OECD countries and oil prices languishing below \$20. Yet Ocean has been remarkably resilient, a credit to the management that has turned the old asset-heavy Ocean Transport & Trading into a leaner mini-conglomerate. The turn down in North Sea activity since September will not help but Ocean has locked in 60 per cent of 1992 offshore revenue with long term charters and is anyway well positioned in more profitable locations like south-east Asia. On the distribution side, McGregor Cory's new sites should benefit the group just when freight forwarding's growth through increased market share might be expected to be petering out. Nevertheless, in the absence of a dramatical higher oil price or OECD growth rate, Ocean is unlikely to excite. Analysts estimate pre-tax profits this year only marginally higher at £54m, giving earnings of 24.5p and a fully priced prospective multiple of 13.

Absentee

## Martin Currie to take over PHIT

By Philip Coggan,  
Personal Finance Editor

MARTIN CURRIE Pacific has agreed to take over fellow investment trust Pacific Horizon in an all-share deal.

The takeover comes one month after a merger between CST Emerging Asia Trust and Pacific Horizon broke down. CST's board then said that "the value realisable by CST's shareholders as a result of the proposals was uncertain" and that "PHIT's portfolio and performance, in terms of the decline in net assets per share since launch, provided no grounds for selecting PHIT as a merger partner."

However, Mr Michael Kennedy, of Martin Currie, said the takeover took account of the uncertain element of Pacific Horizon's portfolio.

About 11 per cent of the portfolio, consisting of investments

in illiquid closed end funds, was being excluded from the terms of the offer. These holdings will be sold separately and the proceeds distributed to Pacific Horizon shareholders.

Martin Currie Pacific will offer shares at 92 per cent of the formula asset value (FAV) of the rest of Pacific Horizon's portfolio; this offer will be increased to 93 per cent of FAV if warrant holders approve the deal.

Some 53 per cent of Pacific Horizon shareholders have agreed to accept the offer, which is recommended by the PHIT board.

Pacific Horizon, which is managed by Jupiter Tyndall, was launched in 1989 out of the ashes of the Australian Investment Trust.

Shares in the trust were initially offered at 50p; they closed yesterday at 25p, up 2p on the day.

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© A member of the National Westminster Bank group whose capital and reserves exceed £5,900,000,000

## Cadbury Schweppes gets German sweet foothold

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be profitable.

It is a leader in the German chocolate assortment market and also sells chocolate liqueurs and bars, chocolate covered sweets and sugar confectionery.

Cadbury said the deal would allow it to introduce some of its confectionery products in Germany and provided low-cost access to central and eastern European markets, particularly Poland. Pfaisten products might also be sold through Cadbury's operations in other parts of Europe.

The deal, which is subject to approval by the Federal Credit Office, gives Cadbury an option to buy the remaining shares in Pfaisten at a price based on the partial acquisition terms.

Cadbury Schweppes is to acquire a foothold in the German confectionery market with the cash purchase of 70 per cent of Pfaisten Schokoladenfabrik Hoffmann, a privately-owned Bavarian chocolate and sweets manufacturer.

No price was disclosed. Cadbury said its planned holding had a net book value of DM3.5m (£1.23m) and would contribute 2p per share to its earnings next year. The balance sheet impact of the deal was negligible.

Pfaisten, which has 439 employees and its own sales force, had sales of DM126.1m in the year to June and is said to

be profitable.

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## COMMODITIES AND AGRICULTURE

# SA gold mining strives to retain its glister

**Philip Gavith** finds a mood of grim determination pervading an industry in distress

**T**HIS RELEASE of the March quarterly results of the South African gold mining industry, which commences today, will reveal a picture of an industry under considerable stress, fighting bravely to stay afloat.

Mr Gary Maude, managing director of the Gengold group, which characterises the mood as "grim determination". He adds: "People are really determined to find some way of preserving their livelihood."

The source of the industry's problems is familiar: revenues have been flat, while costs have escalated sharply. To be more precise, the average annual Rand gold price during the period 1988-91 stayed within the very narrow range of R\$92-R1,000 a troy ounce. During the same period, inflation averaged 15 per cent. The crutches that the industry used to be able to rely on - a buoyant gold price in times of uncertainty, or a weakening rand - have both been removed.

Indeed, the prospect of the state assisting the industry by allowing the rand to depreciate is very remote. Although gold is still very important as a foreign exchange earner - 30 per cent of total exports, by value, in 1991 - and as a source of employment, its influence is otherwise on the wane. Its contribution to gross domestic product has slipped to less than eight per cent, and it only

contributed one per cent of state revenues in the 1991-92 fiscal year, compared with 9.6 per cent in 1982-83.

The state could help enormously by bringing down the inflation rate, the industry's single greatest problem. Few economists believe, however, that South Africa can expect much better than high single digit inflation in the foreseeable future.

For all the industry's difficulties, it must be remembered that even at the current weak gold price of R1,000 an ounce, or R\$2,000 a kilogram, only a small portion of the industry is actually at risk through all feel the squeeze.

Chamber of Mines figures indicate that mines that are making a working loss at the present price account for roughly 15 per cent of gold mine employment and 12 per cent of total production.

Superficially, the industry appears to be in reasonable health. Total gold production has been virtually constant for the past three years at 600 tonnes. Productivity has risen significantly and hence profitability has improved. Mr Nick Goodwin, analyst at stockbrokers E.W. Balderson points out that, in the December 1991 quarter, the industry profit margin improved from R185 to R33 an ounce.

A look behind the figures, however, is salutary. Improving productivity has meant

cutting production costs and lifting output. Both come with considerable costs attached.

Since labour represents about 52 per cent of working costs on a mine, the axe has fallen hardest here. Lifting output means pursuing the best grades available, or "high-grading". This has the effect of shortening the life of a mine.

Improvements on the cost front have been impressive. Chamber of Mines figures show that the working cost per kilogram of gold produced in 1991 rose by only 1 per cent during 1990, or one-tenth of the inflation rate.

**O**n the labour front, a rough estimate is that job losses are running at nearly 3,000 a month. In December last year, the number of people employed on Chamber of Mines gold mines, which account for the vast majority of the country's production, was 407,000; down from an average 473,000 employees in 1990 and a record 534,000 in 1986.

In terms of grade, the average grade of ore mined in the industry rose to 5.20 grams a tonne in 1991 from 5.05 grams in 1990. That reverses a long-term downward trend, but the scope for improvement is limited and it is very much a short-term measure.

Mr Maude argues that, despite strenuous efforts, there is still more that can be done to lengthen the life of his

group's marginal mines. He says the message emerging from the miners is that the increasing attention given to "soft" social issues has diverted attention from basic mining issues where improvements can be made. He says grade improvements on their mines bears this out.

He points out that new shafts, such as the Leedwood extension to Kloof, are going ahead. That is also the reason why gold production is staying fairly constant, despite margins still being closed.

The unavoidable conclusion is that, while it is true to say that the industry is leaner and fitter than it was a few years ago, this is not the same as saying that it has improved life expectations. For all the industry's efforts to address the symptoms of the problem, the problem remains. Mr Maude notes that, despite all the achievements, "I'm just closer to the point where I have to think about closing mines than I was a year ago".

The great unknown on the supply side, is exactly how long mines can continue rationalising operations before being forced to close. Mr Goodwin notes: "Mines don't close, they just fade away" - a reference to the fact that companies tend to close marginal shafts, even on rich mines, rather than whole mines.

Mr Maude argues that, despite strenuous efforts, there is still more that can be done to lengthen the life of his

mines.

Hoek van Holland

## Indonesia protests at US tuna ban

By William Keeling in Jakarta

INDONESIA HAS protested to the United States about a US ban on imports of Indonesian tuna and has intimated that it will not accept conditions which would allow the ban to be lifted.

The embargo, which began in January, is the result of US concern that the catches of yellow fin tuna had entailed the netting of sea dolphins, and that Indonesia was importing tuna from other countries with similar practices.

A statement from the Indonesian Ministry of Agriculture said that Indonesian fishermen did not catch dolphins, and that there was an active environmental programme to protect rare wildlife species.

The statement said that Indonesia had never imported tuna from Mexico, Venezuela and Vanuatu; countries which the US says are the worst offenders.

Nevertheless, the statement said that Indonesia expected the ban to be withdrawn soon.

Indonesia will not ban the possible import of tuna from these countries. That would be contrary to the principles of the General Agreement on Tariffs and Trade, the statement says.

The US embassy in Jakarta said it had noted the protest but had not been asked for an official response. Indonesia's raw and processed tuna exports to the US in 1990 were worth \$25.4m (214.70m).

Indonesia's main export market for fish products is Japan, which has itself recently complained about residue levels of the antibiotic tetracycline in Indonesian shrimps. In 1990, Indonesia exported \$918m of fish products, mostly to Japan, of which shrimps made up about three-quarters of the total. Indonesia's Ministry of Agriculture is checking procedures to ensure shrimps meet export quality standards.

## IPE nears deal on oil contract links

By Deborah Hargreaves

A cross-margining link means that traders taking out positions in London could use them to offset higher margin (collateral) charges for business done in New York. It would make it cheaper for international trading houses to continue trading through the night or early morning once the London or New York market had closed.

The IPE got off to a slower start than the Nymex where crude oil futures traded 21.6m contracts last year. However, volume slipped slightly from 19,900 when crude oil traded 23.7m contracts.

Mr Alastair Harris, IPE's director of marketing and Research, said that although talks had progressed slowly, the exchanges could reach agreement by mid-year. Both exchanges were keen to agree such a link - it was up to the clearing houses for the two markets to work out the technical details.

## Algeria throws gas export sales policy into reverse

By Francis Ghies

must invest in new capacity in gas production, pipelines, liquefied natural gas ships and perhaps new plants.

According to Mr James Ball, director of the Gasatters newsletter, the European Community's other principal suppliers, The Netherlands, Norway and the Commonwealth of Independent States, have sold all the gas they are able to produce by 1995.

The Algerian action, he says, "stems a march on the other exporters by positioning Algerian gas at the front of its competitors".

Sonatrach has been holding discussions with Ruhrgas, which is apparently seeking to buy 3-5 billion cubic metres of gas a year from 1995. Discussions are also proceeding, according to the weekly Petrostrategies newsletter, with British gas and Enron, the US gas and power company. The latter is building, with ICI, the world's largest combined heat and power gas plant on Teesside and has plans to build more such plants in Europe.

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## NZ oil field litigation ends with sale

From Terry Hall in Wellington

THE NEW ZEALAND government has sold its highly prospective Ngaere field on offshore Taranaki for NZ\$119m (\$37m) to a consortium led by Fletcher Challenge companies.

This decision four years of often bitter litigation about the ownership of the field which ended at the Privy Council in London.

The potential of the field was noted on the eve of the sale of Fletcher Chal-

lenger in 1988, and Mr David Butcher, then Minister of Energy, made a last minute decision not to include it.

In its recent decision, the Privy Council agreed with the government.

Petrocorp and its 80 per cent owned subsidiary Southern Petroleum are also major shareholders in the adjoining fields, Waipapa, Tariki and Ahurua. They said that the purchase with neighbouring Waipapa would produce an estimated 20m barrels of oil

and 100bn cubic feet of gas. The agreement includes a clawback provision under which the government will receive extra dividends if the field produces more than expected.

The government is not exposed to extra costs if the field produces less.

With the purchase Petrocorp's share of the field rises from 32 to 48 per cent, at a cost of NZ\$44m, and Southern's from 23 to 37 per cent, costing NZ\$43.6m.

## Chicago

	Close	Previous	High/Low
SOYABEANS 5,000 bu min; cents/50lb bushel			
Close	Previous	High/Low	
May	5548	5704	5710 5504
Jun	5742	5772	5782 5736
Aug	5762	5822	5822 5781
Sep	5810	5854	5852 5810
Oct	5872	5920	5920 5870
Nov	5962	6010	6010 5960
Dec	6050	6100	6100 6050
Jan	6130	6190	6190 6130
Feb	6130	6190	6190 6130
May	6130	6190	6190 6130

	Close	Previous	High/Low
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Unit Price	Offer Price	+ or Yield	Unit Price	Offer Price	+ or Yield	Unit Price	Offer Price	+ or Yield	Unit Price	Offer Price	+ or Yield	Unit Price	Offer Price	+ or Yield	Unit Price	Offer Price	+ or Yield	Unit Price	Offer Price	+ or Yield	Unit Price	Offer Price	+ or Yield		
CMI Fund Managers (Ireland)			CMHaus - Capital			Companysuisse Luxembourg SA (a)			Espirit Santa S Investment Mgmt (SICAV)			Global Asset Management - Contd			Orbis Investment Management Ltd										
Central Medical Fnd, Dublin, Irl	0.041/0.200	-0.25	CMHaus - Funds			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe-Macau Ltd			Orbis Global Equity										
Hillman Fnd	0.071/0.370	-0.25	Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe-Optimus Ltd			Orbis General Equ.										
UK	0.089/1.011/1.065	-0.25	Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
Japan	0.097/0.635/0.655	-0.25	Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
Expert & Law Int'l Fund Managers Ltd	1.04		Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
Vestry Fnd, Jersey	0.156/0.727/0.777	-0.25	Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
First Alternative Investment Management Ltd	1.04		Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
First Alternative Investment Management Ltd	1.04		Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
Garibaldi Fund Managers (GMI)	0.04/0.25/0.26	-0.25	Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
PO Box 32, Douglas, Irl	0.04/0.25/0.26	-0.25	Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
Leopold Janssen Fund Managers (Jersey) Ltd	0.04/0.25/0.26	-0.25	Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
PO Box 52, Alderney, Irl	0.04/0.25/0.26	-0.25	Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
LJ International Fund Ltd	1.14		Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
Mercantile Fund Managers Ltd	1.04		Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
11 Hill Street, London W1	1.04		Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
Monte Carlo Fund	1.04		Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
Santini Fund Managers (Ireland) Ltd	1.04		Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
PO Box 178, Douglas, Irl	0.04/0.25/0.26	-0.25	Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
Scandina Fnd Fd, Ltd	1.04		Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
St. Lucia Fund Managers Ltd	1.04		Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
St. Lucia Fund Managers Ltd	1.04		Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
Fidelity Investment (CD) Ltd	1.04		Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
First Alternative Investment Management Ltd	1.04		Global Fund			Alf Aase de la Cote (a)	0.10/0.32/0.02/0.20/0.21		Espirit Santa S Investment Mgmt (SICAV)			Globe Pacific Fund			Orbis General Eq.										
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## CURRENCIES, MONEY AND CAPITAL MARKETS

### FOREIGN EXCHANGES

#### Yen takes centre stage

THE YEN took centre stage in London yesterday, as another steep fall in Tokyo stocks prompted worries that Japanese banks would repatriate their money to prop up weakened balance sheets. *Emma Tucker writes*

The Nikkei's 616 point drop in Tokyo prompted the market to dwell on three scenarios: that Japanese investors would move funds abroad; that foreign investors would move out of yen; that Japanese institutions would bring their money home. The latter argument dominated.

"Repatriation has been the buzz-word all day and it's shaken a lot of people out of long mark/yen positions," said one US trader.

A modest rally by the dollar in the morning was stopped when Wall Street opened. A sharp 50 point slide of the Dow Jones average, on top of Tuesday's 82 point plunge, was just another factor making investors nervous about holding US assets - they are already worried about faltering Tokyo stock prices, a feeble US recovery and political concerns in Europe.

By mid-afternoon the dollar stood at DM1.8255/65 after a DM1.8220/30 finish in Asia and

DM2.8454 in late trading, to close at DM2.8425. On the US dollar it was static at the \$1.75 mark for most of the session.

The escudo, still a very volatile currency, ended its third day in the ERM on a softer note at DM36.07/12 from DM35.70/75 on Wednesday night. Traders said the slip may have helped sterling.

"Perhaps the market was anxious that the escudo could put pressure on sterling by rising strongly within the EMS, but that has not happened," said an analyst.

It remained the EMS grid's second highest currency, after the Spanish peseta, but slipped back to 4.69 per cent above its pivot rate against sterling from 5.27 per cent.

"It was an obviously silly rumour, but perhaps it helped pull the pound up a bit," said one analyst.

The UK currency opened at DM2.8322, rose to a high of

DM2.8345 on Wednesday night. Traders said the slip may have helped sterling.

Meanwhile, sterling continued to look perky against the D-mark in the face of political uncertainty. Rumours that an NOV poll would put the Conservatives 3 points ahead of the EMS, but that has not happened,

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"It was an obviously silly rumour, but perhaps it helped pull the pound up a bit," said one analyst.

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## **WORLD STOCK MARKETS**

**NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

*3:00 pm prices April 8*

# The right formula

**SKW Trostberg** is increasing its involvement in the

consumer area.  
**VIAG**  
AKTIENGESELLSCHAFT  
Georg-von-Boeselager-Str. 25  
D-5300 Bonn 1  
Tel. 14 14 14

## **NYSE COMPOSITE PRICES**

**1992** YTD P/B 56  
High Low Stock Div. % E 100s, High  
**Continued from previous page**

Continued from previous page																							
28	22 1/4 Ryland Grp	0.60	2.7	421012	221	2221	223	-1	11	2	Tachikawa	0	40	0	0.21	0.21	23 264 Uticorp						
21	21 1/2 S Aries At.	1.72	9.7	15	46	18	174	-1	10	3	Takumi Fd	265	25	251	255	-1	1.60	0.0	11	436	20%	20 1/2	20 1/2
18 1/2	18 1/2 SAPP US Cp	0.28	1.6	10	6	174	172	-1	4	2 1/2 Tailored	0.20	7.0	0	4	3	2	2	-	12	3 1/2 VF Corp			
29 1/2	24 1/2 SAPP Techno	1.28	4.9	20	30	362	281	-1	7 1/2	3 Tailor Fit	1.00	18.6	5	5	5	5	-1	13	3 1/2 VMS Mfg F				
1	1 H Search & S	0.19	26.3	0.1575	-	-	-	-	15 1/2	10 Tamboura	1.70	2.3	30	400	50	50	-1	14	3 1/2 Valero En				
13	12 1/2 S Saks R	1.41	11.0	4	75	122	125	-1	11 1/2	11 Tandem	0.62	121	125	121	124	-1	15 1/2	2 1/2 Valero En					
11 1/2	8 Saks Fifth Av	0.15	1.6	8	300	61	69	-1	10 1/2	24 Tandy Co	0.80	2.2	12	2300	27	28	-1	16	2 1/2 Valley Ind				
16 1/2	16 1/2 Sales'g So	-	5	45	127	121	121	-1	10 1/2	25 Tandyco	0.80	2.2	12	2300	27	28	-1	17	2 1/2 Valley Ind				
20 1/2	20 1/2 SafetyKm	0.94	1.4	271022	264	242	25	-1	13 1/2	12 Taurus	0.68	8.8	10	12	12	12	-1	18	2 1/2 Valero En				
20 1/2	18 1/2 SafetyNet	3.2	82	938	16	15	15	-1	10 1/2	30 Tech Energy	1.72	4.8	14	555	57	57	-1	19	2 1/2 Valero En				
4 1/2	3 1/2 SafetyWise	7.4	31	32	31	31	31	-1	10 1/2	30 Telektron	0.30	3.3	15	18	18	18	-1	20	2 1/2 Valero En				
4 1/2	29 1/2 SafetyPaper	0.20	0.5	40	84	374	384	-1	10 1/2	31 Telekom	0.80	2.5	400	330	31	31	-1	21	2 1/2 Valero En				
34 1/2	31 1/2 SafetyPlus	1.72	5.5	12	19	313	321	-1	10 1/2	32 TeleSign	0.96	1.8	191075	924	504	514	-1	22	2 1/2 Valero En				
57	56 1/2 S St Paul's x	2.72	3.9	7	777	61	69	-1	10 1/2	21 TempTech	0.90	18.0	123	212	212	212	-1	23	2 1/2 Valero En				
7 1/2	2 1/2 S Salyant Corp	2	85	6	6	6	6	-1	10 1/2	22 TempTech	0.94	9.1	53	94	94	94	-1	24	2 1/2 Valero En				
57 1/2	50 1/2 Sam's Club	1.00	1.5	183000	501	541	551	-1	10 1/2	23 TempTech	0.84	9.3	1203	91	9	9	-1	25	2 1/2 Valero En				
14 1/2	13 1/2 Sammons Br	1.61	12.1	123	131	131	131	-1	10 1/2	24 TempTech	1.00	4.4	1100	37	381	382	-1	26	2 1/2 Valero En				
32 1/2	27 1/2 SammonsCo	0.94	2.4	22824	274	264	27	-1	10 1/2	25 TempTech	0.80	2.5	492327	247	22	22	-1	27	2 1/2 Valero En				
45 1/2	42 1/2 Samsoe GIE	2.98	6.8	12	322	422	422	-1	10 1/2	26 TempTech	1.44	4.6	50566	314	303	31	-1	28	2 1/2 Valero En				
3 1/2	2 1/2 SamsoeInn	0.40	13.3	22	27	3	28	-1	10 1/2	27 TempTech	0.60	4.6	2088	554	51	52	-1	29	2 1/2 Valero En				
9 1/2	7 SamsoePlus	0.00	2.0	183071	43	46	46	-1	10 1/2	28 TempTech	0.96	1.8	191075	924	504	514	-1	30	2 1/2 Valero En				
14 1/2	11 1/2 SamsoeSm	2.72	12 1/2	115	115	115	115	-1	10 1/2	29 TempTech	0.96	1.8	191075	924	504	514	-1	31	2 1/2 Valero En				
57 1/2	56 1/2 SamsoeSoft	0.16	1.8	28	773	62	65	-1	10 1/2	30 TempTech	0.96	1.8	191075	924	504	514	-1	32	2 1/2 Valero En				
14 1/2	11 1/2 SamsoeSoft	2.75	8.9	9	78	313	303	-1	10 1/2	31 TempTech	0.96	1.8	191075	924	504	514	-1	33	2 1/2 Valero En				
8 1/2	7 SamsoeSoft	0.00	0.2	62	27	24	24	-1	10 1/2	32 TempTech	0.96	1.8	191075	924	504	514	-1	34	2 1/2 Valero En				
44 1/2	36 1/2 SamsoeSoft	2.88	6.6	11	102	361	358	-1	10 1/2	33 TempTech	0.96	1.8	191075	924	504	514	-1	35	2 1/2 Valero En				
47 1/2	40 1/2 SamsoeSoft	2.72	6.7	123281	407	405	405	-1	10 1/2	34 TempTech	0.96	1.8	191075	924	504	514	-1	36	2 1/2 Valero En				
68 1/2	52 1/2 SamsoeSoft	1.22	2.4	176511	344	323	344	-1	10 1/2	35 TempTech	0.96	1.8	191075	924	504	514	-1	37	2 1/2 Valero En				
37 1/2	28 1/2 Schwab(C)	0.24	0.6	22188	263	277	282	-1	10 1/2	36 TempTech	0.96	1.8	191075	924	504	514	-1	38	2 1/2 Valero En				
9 1/2	6 1/2 Schwan's	0.72	72	52	52	52	52	-1	10 1/2	37 TempTech	0.96	1.8	191075	924	504	514	-1	39	2 1/2 Valero En				
19 1/2	15 1/2 ScientAstr	0.15	1.015	66	154	154	154	-1	10 1/2	38 TempTech	0.96	1.8	191075	924	504	514	-1	40	2 1/2 Valero En				
8 1/2	7 1/2 ScientCom	0.10	1.2	11	355	51	51	-1	10 1/2	39 TempTech	0.96	1.8	191075	924	504	514	-1	41	2 1/2 Valero En				
44 1/2	34 1/2 ScientPower	0.80	2.0	256	305	305	305	-1	10 1/2	40 TempTech	0.96	1.8	191075	924	504	514	-1	42	2 1/2 Valero En				
15 1/2	13 1/2 ScientNef	0.18	1.2	290	154	154	154	-1	10 1/2	41 TempTech	0.96	1.8	191075	924	504	514	-1	43	2 1/2 Valero En				
8 1/2	5 1/2 ScientNef	0.20	3.5	184	55	85	85	-1	10 1/2	42 TempTech	0.96	1.8	191075	924	504	514	-1	44	2 1/2 Valero En				
24	17 1/2 ScientSoft	0.70	4.3	8	231	161	161	-1	10 1/2	43 TempTech	0.96	1.8	191075	924	504	514	-1	45	2 1/2 Valero En				
12 1/2	10 1/2 ScientSoft	0.00	1.8	14	683	114	114	-1	10 1/2	44 TempTech	0.96	1.8	191075	924	504	514	-1	46	2 1/2 Valero En				
23 1/2	21 1/2 ScientSoft	1.8	55	13	53	53	53	-1	10 1/2	45 TempTech	0.96	1.8	191075	924	504	514	-1	47	2 1/2 Valero En				
18 1/2	12 1/2 ScientSoft	0.40	2.1	79	34	34	34	-1	10 1/2	46 TempTech	0.96	1.8	191075	924	504	514	-1	48	2 1/2 Valero En				
12 1/2	10 1/2 ScientSoft	0.40	2.1	79	34	34	34	-1	10 1/2	47 TempTech	0.96	1.8	191075	924	504	514	-1	49	2 1/2 Valero En				
47 1/2	45 1/2 ScientSoft	2.00	4.5	134543	444	444	444	-1	10 1/2	48 TempTech	0.96	1.8	191075	924	504	514	-1	50	2 1/2 Valero En				
40 1/2	28 1/2 Spec Pac	1.22	4.4	33044	344	344	344	-1	10 1/2	49 TempTech	0.96	1.8	191075	924	504	514	-1	51	2 1/2 Valero En				
12 1/2	12 1/2 SpeciaLabs	0.04	6.8	52	12	12	12	-1	10 1/2	50 TempTech	0.96	1.8	191075	924	504	514	-1	52	2 1/2 Valero En				
51 1/2	24 1/2 SpeciaLabs	0.30	1.0	31	17785	200	200	-1	10 1/2	51 TempTech	0.96	1.8	191075	924	504	514	-1	53	2 1/2 Valero En				
31 1/2	30 1/2 SpeciaLabs	0.00	1.2	152100	40	405	405	-1	10 1/2	52 TempTech	0.96	1.8	191075	924	504	514	-1	54	2 1/2 Valero En				
50 1/2	45 1/2 SpeciaLabs	0.18	1.2	290	154	154	154	-1	10 1/2	53 TempTech	0.96	1.8	191075	924	504	514	-1	55	2 1/2 Valero En				
27 1/2	22 1/2 SpeciaLabs	0.00	2.1	187	207	207	207	-1	10 1/2	54 TempTech	0.96	1.8	191075	924	504	514	-1	56	2 1/2 Valero En				
17 1/2	15 1/2 SpeciaLabs	0.15	1.3	17	172	122	124	-1	10 1/2	55 TempTech	0.96	1.8	191075	924	504	514	-1	57	2 1/2 Valero En				
15 1/2	13 1/2 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	56 TempTech	0.96	1.8	191075	924	504	514	-1	58	2 1/2 Valero En				
15 1/2	11 1/2 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	57 TempTech	0.96	1.8	191075	924	504	514	-1	59	2 1/2 Valero En				
15 1/2	10 1/2 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	58 TempTech	0.96	1.8	191075	924	504	514	-1	60	2 1/2 Valero En				
15 1/2	9 1/2 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	59 TempTech	0.96	1.8	191075	924	504	514	-1	61	2 1/2 Valero En				
15 1/2	8 1/2 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	60 TempTech	0.96	1.8	191075	924	504	514	-1	62	2 1/2 Valero En				
15 1/2	7 1/2 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	61 TempTech	0.96	1.8	191075	924	504	514	-1	63	2 1/2 Valero En				
15 1/2	6 1/2 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	62 TempTech	0.96	1.8	191075	924	504	514	-1	64	2 1/2 Valero En				
15 1/2	5 1/2 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	63 TempTech	0.96	1.8	191075	924	504	514	-1	65	2 1/2 Valero En				
15 1/2	4 1/2 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	64 TempTech	0.96	1.8	191075	924	504	514	-1	66	2 1/2 Valero En				
15 1/2	3 1/2 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	65 TempTech	0.96	1.8	191075	924	504	514	-1	67	2 1/2 Valero En				
15 1/2	2 1/2 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	66 TempTech	0.96	1.8	191075	924	504	514	-1	68	2 1/2 Valero En				
15 1/2	1 1/2 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	67 TempTech	0.96	1.8	191075	924	504	514	-1	69	2 1/2 Valero En				
15 1/2	1 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	68 TempTech	0.96	1.8	191075	924	504	514	-1	70	2 1/2 Valero En				
15 1/2	0 1/2 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	69 TempTech	0.96	1.8	191075	924	504	514	-1	71	2 1/2 Valero En				
15 1/2	0 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	70 TempTech	0.96	1.8	191075	924	504	514	-1	72	2 1/2 Valero En				
15 1/2	0 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	71 TempTech	0.96	1.8	191075	924	504	514	-1	73	2 1/2 Valero En				
15 1/2	0 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	72 TempTech	0.96	1.8	191075	924	504	514	-1	74	2 1/2 Valero En				
15 1/2	0 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	73 TempTech	0.96	1.8	191075	924	504	514	-1	75	2 1/2 Valero En				
15 1/2	0 SpeciaLabs	0.48	2.8	15	12	12	12	-1	10 1/2	74 TempTech	0.96	1.8	191075	924	504	514	-1	76	2 1/2 Valero En				
15 1/2	0 SpeciaLabs	0.																					

**NASDAQ NATIONAL MARKET**

*3:00 pm prices April 8*

Prev. Class	P/	Sis	Last Chng							Stock	Div. E	100s	Last Chng							Stock	Div. E	100s	Last Chng							Stock	Div. E	100s	Last Chng								
			High	Low	Open	Close	Chng	High	Low				Open	Close	Chng	High	Low	Open	Close				Chng	High	Low	Open	Close	Chng													
Albion	0.44	23	453	354	334	354	-14	Dig Synt	11	365	114	111	11	11	11	11	0	Lead Farm	0.12	14	414	101	81	10	-1	SEI Cp	0.15	19	185	28	26	26	-17	SEI Cpl	0.15	19	185	28	26	26	-17
ACC Corp	0.16	63	184	152	152	152	-12	Decent Crp	16	355	29	227	27	27	27	27	-1	Lan Tech	0.07	17	127	110	110	110	-7	Selco B	0.36	2	125	51	51	51	-1	Selco B	0.36	2	125	51	51	51	-1
Action E	112	1920	712	63	63	63	-12	Dixie Park	0.20	4	68	124	111	12	12	-1	Lancaster	0.88	19	1220	44	424	45	-1	Selectins	1.04	8	146	174	161	17	-1	Selectins	1.04	8	146	174	161	17	-1	
ActionM	48	17	171	165	165	165	-1	Dollar Gr	0.29	24	1648	25	241	244	244	-1	Lance Inc	0.88	19	44	23	23	23	-1	Sequent	10	4160	131	611	14	14	-1	Sequent	10	4160	131	611	14	14	-1	
ActionCp	27	210	152	141	142	142	-14	Dox Beta	0.44	27	188	141	132	137	137	-1	Lansing	0.55	34	44	143	134	134	-1	SeqNet	19	252	32	30	32	32	-1	SeqNet	19	252	32	30	32	-1		
ADC Tele	62	1324	161	151	151	151	-1	Doxon Int	0.20	45	210	24	8	8	8	-1	Lazette S	0.16	33	43	143	134	134	-1	SeqNet	13	476	74	74	74	74	-1	SeqNet	13	476	74	74	74	-1		
Adington	22	887	92	91	91	91	-1	Doskow	0.8	2	104	82	82	82	82	-1	Lazette Pr	0.40	27	556	27	27	27	-1	SeqNet	11	5	21	2	2	2	-1	SeqNet	11	5	21	2	2	-1		
Ada Serv	0.18	21	34	14	14	14	-14	DressBarn	16	288	12	112	112	112	112	-1	Lechters	0.24	1083	414	394	40	40	-1	SeverIn	13	7	11	10	10	10	-1	SeverIn	13	7	11	10	10	-1		
Adsys Sys	0.52	182047	434	334	334	334	-14	Drey GD	0.24	26	1630	24	228	27	27	-1	Lehman	0.5	31	33	124	124	124	-1	SeverIn	13	7	11	10	10	10	-1	SeverIn	13	7	11	10	10	-1		
ADT Int'l	1	4	7890	85	85	85	-1	Drag Empa	0.24	27	437	84	73	8	8	-1	Lehman	0.27	2333	344	332	332	332	-1	SeverIn	13	7	11	10	10	10	-1	SeverIn	13	7	11	10	10	-1		
Adwest C	9	215	84	85	85	85	-1	DS Baser	1.20	37	70	144	132	135	135	-1	Leibnitz	1.20	13	5	284	261	261	-1	Shl Systm	258	457	134	134	134	134	-1	Shl Systm	258	457	134	134	134	-1		
Adv Logic	8	228	76	65	65	65	-1	Duriron	0.88	16	88	224	24	25	25	-1	Life Tech	0.20	24	58	204	181	181	-1	Shl Systm	13	476	74	74	74	74	-1	Shl Systm	13	476	74	74	74	-1		
Adv Polym	23	1442	11	94	104	104	-1	Durrill Pill	0.28	15	392	224	224	224	224	-1	Lifeline	7	1498	54	445	47	47	-1	Shl Systm	18	2355	77	616	104	104	-1	Shl Systm	18	2355	77	616	104	-1		
Adv Telco	15	1459	75	77	77	77	-1	DIV Prt	29	615	13	124	125	125	125	-1	LilyIndia	0.52	22	22	82	184	184	-1	SierraTel	8	193	10	91	95	95	-1	SierraTel	8	193	10	91	95	-1		
Advanta	0.24	1804	414	304	304	304	-1	DynastyC	202	51	51	45	54	54	54	-1	Ln Board	0.22	22	452	764	74	74	-1	SierraTel	10	91	41	42	42	42	-1	SierraTel	10	91	41	42	42	-1		
Adv Sys	18	419	204	184	192	192	-1	Dynatech	14	178	184	18	19	19	19	-1	Unicorp F	0.05	8	79	244	234	234	-1	Sign Ald	0.25	26	916	424	424	424	-1	Sign Ald	0.25	26	916	424	424	424	-1	
Agency A	0	504	7	45	45	45	-1	Eagle Fd	7	24	61	65	64	64	64	-1	Unicorp T	1.0	14	77	25	24	24	-1	SignNet	8	61	8	61	8	8	-1	SignNet	8	61	8	61	8	-1		
Agileon	0.08	2	42	4	35	35	-1	Email Co	43	750	302	274	304	274	274	-1	Univsoft	1.0	18	1200	632	602	62	-1	SiliconVpc	0.08	6	1263	12	1010	1112	-1	SiliconVpc	0.08	6	1263	12	1010	1112	-1	
Akros Co	14	1459	23	221	221	221	-1	Enviro Envt	0.16	11	250	19	14	14	14	-1	Univsoft	1.0	18	207	14	145	145	-1	SiliconVpc	1.0	18	207	14	145	145	-1									
Akros Gold	55	56	47	47	47	47	-1	Environ	0.20	25	252	54	52	53	53	-1	Ural	0.05	33	8056	33	315	32	-1	SiliconVpc	1.0	18	207	14	145	145	-1									
Akros Inv	0.60	6	531	165	165	165	-1	Environ	0.16	11	92	82	82	82	82	-1	Ural	0.05	33	8056	33	315	32	-1	SiliconVpc	1.0	18	207	14	145	145	-1									
Akros Inv	17	384	204	184	192	192	-1	Environ	0.16	11	92	82	82	82	82	-1	Ural	0.05	33	8056	33	315	32	-1	SiliconVpc	1.0	18	207	14	145	145	-1									
Akros Inv	17	384	184	152	152	152	-1	Environ	0.16	11	92	82	82	82	82	-1	Ural	0.05	33	8056	33	315	32	-1	SiliconVpc	1.0	18	207	14	145	145	-1									
Akros Inv	17	384	184	152	152	152	-1	Environ	0.16	11	92	82	82	82	82	-1	Ural	0.05	33	8056	33	315	32	-1	SiliconVpc	1.0	18	207	14	145	145	-1									
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Akros Inv	17	384	184	152	152	152	-1	Environ	0.16	11	92	82</																													

## **AMEX COMPOSITE PRICES**

[REDACTED]

AMEX COMPOSITE PRICES												3:00 pm prices April																							
Stock	P/E	Sls	Div.	E	1986	High	Low	Close	Chng	Stock	P/E	Sls	Div.	E	1986	High	Low	Close	Chng	Stock	P/E	Sls	Div.	E	1986	High	Low	Close	Chng						
Acme Cvr	0	2100	65	5%	65	Champion	24	15	43	-4	Chiles	0	348	15	61	11	-1	Habro	0.20	26	467	25	243	245	245	-1	Oosten	0.24	34	722	33	314	32	31	-1
Aero Engr	0.18	14	303	28	24	26	26	26	-1	Carter FdA	0.01	374	34	32	34	-1	Hannaford	41	45	55	25	24	24	24	-1	OMI Corp	0.14	7	78	64	62	62	62	+1	
Am Int	3	28	17	1%	17	Comcast	0.44	31	2100	162	162	162	162	-1	Hanniball	100	145	145	25	22	22	22	-1	Pat Corp	0.38	26	2075	25	25	24	24	+1			
Amstron	0	78	16	1%	16	Computer	9	34	15	15	Computer	0.15	13	82	14	14	-1	Hasko Cpl	0.15	28	2195	25	22	22	22	+1									
Amph Ind	21	130	24	24	24	Corad FM	154	21	42	42	Corona A	0.10443	232	42	42	42	-1	Hathaway	0	228	125	125	125	125	125	-1	Perini	44	42	12	11	11	11	11	+1
Amz Cpl	45	3378	401	328	38	Coronado	43	19	24	24	Corona B	0.10443	232	42	42	42	-1	Hermann	127	123	124	115	124	124	124	-1	Phil LD	0.25	14	364	33	33	33	33	+1
Am Pk	0.60	13	43	47	47	47	47	47	-1	Crestar A	1.28	19	24	24	24	-1	Hornbeam	0	127	123	124	115	124	124	-1	Plumby A	0.70	15	29	29	29	29	29	-1	
Amplifex A	0.84	10	216	22	21	21	21	21	-1	Cox Cpl	0.40	39	55	20	20	20	-1	ICN Corp	0.25	37	423	43	35	43	43	+1	Pyram Cpl	0.12	28	221	77	77	77	77	+1
Am Syst	1.00	4	101	6	5	5	5	5	-1	Cox Cpl	0.40	18	7	21	21	21	-1	Imagewave	0	221	7	85	85	85	85	-1	PMC	0.84	16	2	10	10	10	10	-1
Amstel Cpl	0.10378	2143	152	124	15	15	15	15	-1	Cubic	0.53	10	39	18	18	18	-1	ImTechng	0	425	5	62	62	62	62	-1	Presidio A	0.10	1	157	25	25	25	25	-1
Amplifex	4	881	21	22	22	22	22	22	-1	Custamed	9	10	21	2	2	2	-1	Price Cos	0	80	5	35	35	35	35	-1	RBCW Cpl	1	13	31	35	35	35	35	-1
Anal-Asia	248	8	5	45	45	45	45	45	-1	Dymerical Fd	0.36	42	57	54	54	54	-1	Reed Elsev	2	14	2	2	2	2	2	-1	Ridgeview	1	13	31	35	35	35	35	-1
Analyst	38	15	84	84	84	84	84	84	-1	Oil Inds	27	4	42	32	32	32	-1	Jan Bell	40	485	14	113	137	137	137	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst	5	818	24	24	24	24	24	24	-1	Oppenheimer	6	21	42	42	42	42	-1	Kinney Cpl	4	70	84	65	65	65	65	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst CM	2	15	1%	1%	1%	1%	1%	1%	-1	Duplex	0.46	25	14	12	12	12	-1	Kirby Corp	15	155	12	115	115	115	115	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst A	1	30	1%	1%	1%	1%	1%	1%	-1	Duplex	0.46	25	14	12	12	12	-1	RJH Corp	216	14	6	6	6	6	6	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst	0.20	13	83	81	81	81	81	81	-1	Easte Co	0.42	11	25	13	13	13	-1	Laborge	25	818	21	13	13	13	13	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst T A	0.04	18	726	43	44	44	45	45	-1	Easte Corp	1.52	5	134	134	134	134	-1	Laser Ind	7	58	25	47	47	47	47	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst RG	18	165	51	51	51	51	51	51	-1	Easte Corp	0.07	85	1515	51	51	51	-1	Las Plata	1	3	14	14	14	14	14	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst	0.81	21	72	11	11	11	11	11	-1	Easte Corp	0.22	12	29	16	16	16	-1	Laser Ind	15	45	14	113	14	14	14	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst OH	6	22	1%	1%	1%	1%	1%	1%	-1	Easte Corp	0	92	12	12	12	12	-1	Lynch Cpl	19	3	204	204	204	204	204	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst Br	0.40	15	1003	21	21	21	20	20	-1	Easte Corp	11	738	14	17	17	17	-1	Magnus Corp	7	578	6	64	54	54	54	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst M	1.00	60	5	25	25	25	25	25	-1	Fab Inds	0.60	12	46	31	30	30	-1	Marine Cpl	29	102	134	135	135	135	135	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst - Rad A	15	173	16	15	15	15	15	15	-1	Fab Inds	0.33	26	70	70	70	70	-1	Marcos	5	267	39	38	38	38	38	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst	0.45	19	12	7	7	7	7	7	-1	Fab Inds	0.44	7	44	18	18	18	-1	Media A	0.44	7	44	18	18	18	18	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst Ph	13	470	10	9	9	9	9	9	-1	Fab Inds	0.05	11	13	7	7	7	-1	Meiss Co	386	4	73	73	73	73	73	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst Valley	17	27	9	9	9	9	9	9	-1	Fab Inds	0.46	46	312	29	28	28	-1	Mitchell	0.49	17	272	164	164	164	164	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst W	20	69	1%	1%	1%	1%	1%	1%	-1	Forest Ls	30	1000	321	331	331	331	-1	Moor A	31	41	5	65	65	65	65	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst	0.25	13	404	15	15	15	15	15	-1	Frequency	7	5	44	44	44	44	-1	MSB Corp	1	20	5	15	15	15	15	-1	Ridgeview	2	14	2	2	2	2	2	-1
Analyst A	1.04	38	2	12	12	12	12	12	-1	Fr Orlane	20	2670	334	33	33	33	-1	Nabors	12	137	61	6	6	6	6	-1	Vivigen	30	34	143	14	143	14	143	-1
Analyst Cpl	0.50	35	105	7%	7%	7%	7%	7%	-1	Fr Orlane	1.05	153	69	91	91	91	-1	Net Park	103	45	43	43	43	43	43	-1	Wiegand C	1	15	7	82	82	82	82	-1
Analyst	16	255	12	11	11	11	11	11	-1	Giant FdA	0.05	14	580	21	17	21	-1	New Line	20	148	135	133	135	135	135	-1	Wiegand C	2	1717	51	45	45	45	45	-1
Analyst	1	23	2%	2%	2%	2%	2%	2%	-1	Giant FdA	1.20	18	50	54	54	54	-1	Nicke Cpl	0.16	42	102	102	102	102	102	-1	Westar	0.48	14	7168	42	42	42	42	-1
Analyst A	0.52	14	254	22	22	22	22	22	-1	Giant FdA	2	70	54	54	54	54	-1	Name O&G	2	10	44	44	44	44	44	-1	Wetzel	1.50	13	58	20	20	20	20	-1
Analyst Marc	0.24	13	8	12	12	12	12	12	-1	Giant FdA	7	108	54	54	54	54	-1	NV Ryan	0	740	5	32	32	32	32	-1	Wetzel	1.50	13	58	20	20	20	20	-1
Analyst	0.50	267	8	68	68	68	68	68	-1	Giant FdA	1	94	54	54	54	54	-1	Wetzel	1	100	100	100	100	100	100	-1	Wetzel	1	100	100	100	100	100	100	-1

# **OUR VIEWS ARE VALUED FROM VIENNA TO VANCOUVER.**

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... our news and views can still be part of your business day.

## AMERICA

**Dow falls for second day in nervous trading**

## Wall Street

**CONTINUED WEAKNESS** in Japanese stocks, concern that US markets are over-priced and another wave of index-related program selling pushed Wall Street sharply lower for the second day, writes Karen Zagor in New York.

At 1.30pm, the Dow Jones Industrial Average was 49.19 lower at 3,164.36 on heavy volume after losing 61.94 to 3,213.55 on Tuesday.

Sentiment was decidedly negative with declining issues leading advancing by a ratio of 5 to 1 on the big board. The Dow's lowest close of the year was 3,172.41 on January 2.

The declines were less dramatic in other market indices, which analysts said had started to correct ahead of the Dow. At 1pm, the broadly-based Standard & Poor's 500 was down 4.89 to 393.16, while the Nasdaq composite fell 13.65 to 567.96.

Bank stocks were particularly hard hit by the erosion in their Japanese counterparts. Rumours that a Japanese bank had failed to make a payment on a swap contract hurt shares in J.P. Morgan and Bankers Trust, which dropped 51¢ to

550¢ and \$21¢ to \$50¢ respectively.

In addition, BankAmerica tumbled 51¢ to \$83.96 and Citicorp eased 8¢ to \$14.74.

MSA was one of the few blue chip issues to buck the downward trend yesterday morning, adding 31¢ to \$83.3. The improvement was attributed to a higher rating of the stock by Merrill Lynch.

A number of other blue chips fell yesterday morning in active trading. RJR Nabisco Holdings lost 5¢ to \$9.4. AT&T edged 1¢ lower to \$40.4. General Electric lost 81¢ to \$73.4 and General Motors fell 5¢ to \$37.7.

Wal-Mart continued to see active trading following the death of the company's founder earlier this week. The stock, which had moved higher immediately after the news of the death of Mr Sam Walton, lost 51¢ yesterday to \$80.5.

The weakness in technology and retail issues underscored the market's concern about the rate of economic recovery in the US.

Among big retailers, Sears eased 5¢ to \$44.4. Woolworth lost 8¢ to \$28.4. The Limited fell 8¢ to \$29.3.

In the secondary market, Apple Computer dropped 51¢ to

**Selective buyers spell end of a blind man's market**

Damian Fraser on the stalling of the Mexican bolsa

**T**he Mexican stock market, which rose an impressive 30 per cent in the first two months of the year, has shown its first sign of jitters. In March it inched up just 0.8 per cent, and so far this month the market has dropped by 7.3 per cent.

New issues cause much of the concern. In the past month Mexican companies have raised just under \$2bn in the domestic and international markets, led by Grupo Financiero Bancomer for \$837m, Cemex for \$608m, and ICA in an initial offering of about \$400m which is due to close this week.

Banamex, comprising Banamex, is expected to announce an offering for hundreds of millions of dollars, while the government intends to sell a further 5 per cent of Telmex for between \$1.5bn and \$1.5bn in May or June.

The Cemex offering suggests that US investors might finally have had their fill of Mexican paper, since it fell significantly short of the \$700m expected. European demand proved high, but US investors, already substantial holders of Cemex, were less enthusiastic.

Stockbrokers are advising investors to choose their shares more carefully, warning that this is no longer a blind man's market. In its monthly report, Vector, the Mexican brokerage, says: "The real possibility of adjustments to the market underlines our strategy of selectivity." Likewise Mr Roger Frank of James Capel says: "This year it is a stock picker's market," and he advises clients to restrict themselves to construction stocks, Telmex, the telephone monopoly, and Cifra, the retail store.

Investors remain worried about the prospects for the

to \$56. Intel lost 8¢ to \$66 and Microsoft eased 8¢ to \$15.4.

Among other featured issues, Teledyne plunged 8¢ to \$23 after electronics equipment company posted first quarter operating profits of 21 cents a share, against 38 cents a year earlier.

Primerica, which owns Smith Barney Harris Upham, fell 51¢ to \$36.4, on fears that securities sector may not be able to maintain its record earnings.

## Canada

TORONTO stocks settled into a narrow range at midday after a mid-morning pummelling sent the market tumbling by 37 points or slightly more than 1 per cent.

The TSE 300 composite index stood 36.2 lower at 3,300.6, with the utility index the only one of the 14 indices to sustain any gains.

Declines led advances by 405 to 102 on volume of 17.5m shares valued at C\$192.8m.

Among active issues, Great-West Life fell C\$1.4 to C\$14.4. Bombardier class B slipped C\$1.4 to C\$15.4. Bank of Nova Scotia eased C\$1.4 to C\$19.4 and National Bank slipped C\$1.4 to C\$9.

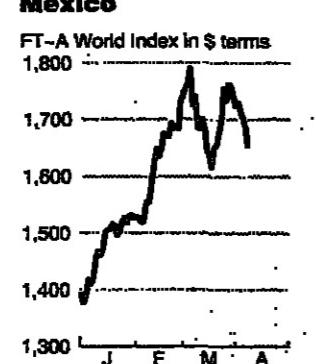
**Selective buyers spell end of a blind man's market**

Damian Fraser on the stalling of the Mexican bolsa

North American Free Trade Agreement, which is unlikely to become law in the US this year. If negotiations break down, a signing next year becomes doubtful, and the market could fall further, says Mr Scott Kalb of Smith Barney in New York.

Similarly, there is the ever-present risk of bad economic or political news - from Mexico

## Mexico



Source: Datamark

have beaten all expectations, keeping the market's prospective price/earnings ratio around 12.6 in spite of the whole market more than doubling in price last year. In 1991, average profits were up about 50 per cent in real terms.

Mexico has thus remained popular with international investors, which explains why its companies have been able to raise almost \$2bn of equity in one month. Total foreign investment equalled \$24.68 at the end of March, according to figures from the Prime brokerage, up 32.4 per cent from the end of December, and about one fifth of market capitalisation (and a much bigger proportion of the market float).

Investment in Mexican American Depositary Receipts (ADRs) increased from \$2.2bn at the beginning of 1991 to \$17.9bn at the end of February this year, reflecting the high demand for Mexican stock by investors who are not allowed to find it too cumbersome to invest directly in the Mexican bolsa. More than 20 Mexican companies now have stock traded in the US.

**T**he trend represents a *de facto* integration of Mexico's stock market with Wall Street, so much so that Mexican share prices are often at the mercy of foreign investors. When the government recently announced the sale this year of another 5 per cent of Telmex, the Mexican stock market fell sharply as US investors sold their ADRs.

While traders said the market fell in an "orderly" manner, the lack of buying interest increased pessimism. "Nobody is talking about support levels any more," commented Miss Caroline Davis of Barclays de Zoete Wedd.

Continued weakness in banking shares dragged down other sectors. The Nikkei 500 banking index lost a further 3.8 per cent on concern about increasing bad debt at the banks, especially real estate-related loans. The fall in bank shares put pressure on companies to liquidate cross-holdings with banks of lower strategic importance. Traders noted selling by

In the long run this dependence on Wall Street may ease as new Mexican pension funds provide domestic support. Until then, foreign investors will provide much of the impetus, and when they feel nervous, the bolsa inevitably falls.

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# Management Education and Training

## SECTION III

**Business schools must adapt to a changing and more discriminating market in harder times, writes**

**Andrew Adonis.** Companies are seeking more individual attention, and beneath the title "MBA" lies an ever-wider variety of courses.

Serious management education is ceasing to be the preserve of high-flying executives.

## Adapting in hard times

BUSINESS SCHOOLS never had it so good as in the 1980s. Their MBAs became prized commodities; their numbers and earnings soared; so did the salaries of their faculties. And as the "enterprise culture" swept Reagan's America and Thatcher's Britain, their offspring vied with popes and prelates as arbiters of official morality.

Now it is hard times. Or harder times, at any rate, as recession bites, "kinder, gentler" values rise uppermost, and schools come to terms with a decade of frenzied expansion. For most, though, it is not a question of decline, but of adaptation — to a new climate, and to a changed market in which individuals and companies show themselves more discriminating and refuse to buy the old type off-the-peg courses and MBAs.

It is also a decade for change in the status of institutions, as the top brass in host universities come to see their business schools as more than simply milch cows to prop up under-funded humanities departments.

The US now produces 70,000 MBAs a year from more than



250 accredited programmes; the number of institutions offering MBAs in Britain has almost doubled in a decade — up from 47 to 82, and apart from Germany, whose corporate culture and lengthy first degree programmes have so far kept the business school at bay, the rest of Europe has experienced growth to match.

"There is now a clear sense of weakening," says Mr Roger McCormick of the Association of MBAs. "But in the past decade the growth rate has been so strong that it would have been impossible to maintain it."

The impact of the recession apart, across the sector six trends are clearly marked:

First, executive courses — as opposed to degree programmes — are assuming a progressively higher profile in management schools' budgets and output. Typically, half an institution's income now comes from courses — programmes anything in length from a few days to a few months' mini-MBAs.

The drift is also to more company-specific courses, and away from off-the-shelf programmes open to all comers.

European schools are well-attuned to the shift — recognising that competition comes not only from other institutions, but from increasingly professional in-house or contracted training teams employed by companies themselves.

Variations on the theme of "developing a long-term, interactive relationship with companies" reverberate around most schools — and are becoming

more than a slogan in some British institutions such as Ashridge, Templeton and Henley, who have long pioneered tailored courses, and almost half of executive-course income at LBS, IMD (Switzerland) and Insead (France) now comes from such programmes.

The position in the US is more mixed; some leading schools, notably Harvard and Stanford, stick resolutely to open programmes, while others have become active players in the "tailored" market. Wharton (Philadelphia) reckons that tailored courses will account for two-thirds of its income within a few years.

The second trend is a response to the flattening of traditional corporate structures and hierarchies, in the words of Mr George Bain, principal of the LBS. "The demand is for a new generation of well-rounded general managers — not the dominance of the specialist of old." Accordingly, management education is increasingly seen as an ongoing, not once-for-all, process. The concept of paid sabbatical leave has yet to catch on much beyond academic, but it is the logical goal

"internationalisation", a novel concern with management in the public and not-for-profit centres, and the application of new technology — particularly video and interactive software packages — to management education are the next three trends. They are assessed in articles later in this survey. Many leading business schools will tell you only three truly international schools exist: IMD, Insead and theirs. Most will also say they take the public sector "seriously" and are in the "forefront" of applying new technology. Look carefully beneath the blurb in all cases.

The sixth trend is a rapid growth in part-time and distance-learning courses. The new-style part-time or distance-learning MBA is a management development programme, geared particularly for those in mid-career — not a magic turnstile to a career shift and a salary hike for thrusting executives in their late 20s.

That trend is still working its way through. A survey last year by the Council for National Academic Awards of Britain's 8,000 entrants to MBA courses — who split fairly equally between full-time, part-time and distance courses — found the typical MBA student to be male, 27 and middle-class, doing the degree on his own initiative with only limited help from his employer.

A few years hence, "middle class" should be the sole survivor from that composite. Britain's Open Business School, launched in 1983 and claiming now to train more managers than any other in Europe, is a leading force for change. It has just graduated its first 211 distance-learning MBAs — and has another 4,000 in the system. MBAs are, however, only the icing on the OBE cake: more of its effort is devoted to a certificate in management for first-line managers and a diploma for middle managers.

The seventh trend is a view. Drawing a "British management" pyramid with 0.35m senior managers at the top, 1.3m junior managers at the bottom and 0.8m middle managers in between, he says: "the high-flyers — the Oxbridge, Ivy League, Grande Ecole group — will make it anyway: we need to be just as concerned with training those at the bottom and in the middle, whose management

programme for improving management skills has attracted more than 60 Leeds managers in the first five months since its launch. Separately, the Leeds Training and Enterprise Council included £700,000 in this year's budget for training supervisory and first-line managers — paying up to £1,000 per manager and £10,000 per company.

Most of the funds are for approved courses developed with — and put on by — Leeds business school, a part of Leeds polytechnic. Leeds Tec is confident the funds will stimulate local businesses to efforts of their own — and not just after the recession.

Leeds business school is rather less glamorous than its London counterpart with the same acronym. For the most part its students do not populate the great consulting and investment banking houses; nor do they generally proceed to average salaries of £38,000 (Insead's 1990 average for MBA graduates taking jobs in Britain). But management education has as much to offer them as their high-flying counterparts — and it is waking up to the challenge.

### IN THIS SURVEY

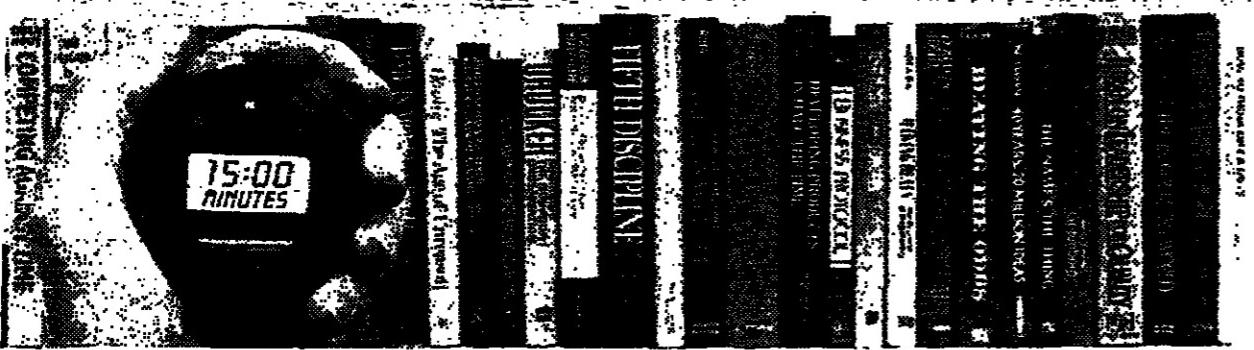
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Editorial production Gabriel Bowman

The typical MBA student was male, 27 and middle-class — and doing the degree on his own initiative

Careers are as likely to move sideways as upwards.

The fate of the British Management Charter Initiative — launched in 1988 after reports that each UK manager received just one day's formal training a year — is instructive in that regard. In numerical terms, its record is mixed. In Leeds only about 50 of the 10,000 odd eligible companies have joined the MCI. But its "crediting compet-



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## MANAGEMENT EDUCATION AND TRAINING 2

## TECHNOLOGY TRAINING

**Don't get frightened**

THE DAYS when the highest technology to be found in a management training room was a blackboard and chalk are long gone.

Today's managers are being taught with the latest electronics equipment, ranging from interactive computer simulations to multimedia presentations and language laboratories. And one of the things they are learning is not to be intimidated by the technology.

But at the same time companies are demanding greater value for money from management education and training schemes - one reason for the growth of "distance learning" and training videos, and the launch in the UK next month of the Executive Business Club, a subscription television service from Management TV International.

EEC will comprise an hour of management training and business information programmes each week broadcast in encrypted form over BBC Select - the new pay-TV channel of the BBC. The idea is that member organisations will be able to decode and tape the broadcasts, building up their own library of training videos.

One recent study valued the total UK market for video-based training at more than £22m and estimated that it would grow by between 20 and 25 per cent this year. Such is the growth in the market that a few books have begun

appearing to help trainers use video more effectively, among them "Using Video in Training and Education" by Ashly Pinnington, a consultant to Henley Management College.

Production and distribution companies such as Video Arts produce catalogues containing dozens of films dealing with subjects as diverse as sexual harassment, how to negotiate and telephone sales techniques.

Most of Video Arts' titles run for between 15 and 30 minutes and cost £10 or more to hire for two days, around £185 for a week or from about £600 to buy outright. Many of them feature comedians such as co-founder John Cleese, or Mel Smith and Griff Rhys Jones, and are based on the premise that managers are more likely to absorb a message if it is presented in a simple, concise and preferably humorous way.

Video Arts' latest catalogue includes such nuggets as "Agreeing to Agree" starring Mel Smith and Griff Rhys Jones on the art of negotiation, "Cold Call" on telephone selling, "How to Lose Customers Without Really Trying" and "Grimo Goes Green" which explains the need for a corporate environmental strategy.

In the UK other video producers include Melrose Film Productions and Longman Training whose new catalogue includes over 150 titles dealing with issues like Total Quality,

sales techniques and health and safety for VDU users.

Some of the management colleges themselves have begun to produce training videos. Sundridge Park Management Centre, a pioneer in the use of technology in several areas, will design and produce what it calls "trigger" videos for use by corporate training departments.

Sundridge Park's training technologies department has also developed a sophisticated interactive videodisc package called "The Next Candidate" to help train managers in interviewing techniques. Some of the video production companies such as Longman Train-

"Beat the Boss" forms an introduction to business dynamics; another programme, "Handling Time" is an exposition of discounted cashflow (DCF) and its application to business dynamics.

Other software companies such as FSMD of Cheshire, set up by four former graduates of Manchester Business School, specialise in designing, developing and implementing educational programmes for individual companies, mainly in the financial services sector.

Computers are also being used on their increasingly popular "distance learning" courses, the 1990 successors to the correspondence course. A number of colleges including the Open University, Lancaster University and Henley Management College use computer conferencing - achieved by hooking home computers up to a college mainframe computer via a modem and telephone lines. The big advantage of computer conferencing is that it allows students, no matter how geographically dispersed, to communicate with each other and the college as a group.

Personal Computers (PCs) are also making their way into training colleges in other guises, for example as gateways to other services. At Ashridge for example, the Learning Resources Centre houses not only the library but also a bank of PCs hooked up to electronic data bases.

Desktop PCs now have the power to run interactive training programmes and the type of business simulation packages that not so long ago could only be run on a mainframe.

Many management colleges now offer students a chance to play business games or work simulation packages on classroom PCs. Ms Monica Sealey, an expert on computer aided management training from Sundridge Park, points out that computers can also provide computer-shy managers with the chance to learn about computers and information technology itself. "They provide hands-on experience in a non-threatening environment," she says.

Interactive computer training programmes, once a rarity, are now available from many sources and some are extremely specialised. For example, StratX, an interna-

tional strategic training consultancy, has developed a range of computer simulations including Markets and Mistrust, which enable users to apply and test marketing concepts and approaches in a realistic and highly competitive market environment.

The firm recently launched a new simulation called Bidstrat which replicates the behaviour of bidding markets such as aerospace, medical systems and other high tech industries.

Other companies such as London-based RBRC software have produced team business simulations which involve a team of four acting as a board of directors and running a company for five years.

One of RBRC's seven programmes is called "Beat the Boss" and forms an introduction to business dynamics; another called "Handling Time" is a computerised exposition of the logic and mechanics of discounted cashflow (DCF) and its application to business dynamics.

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AMERICANS AND Britons do it, Asians and even East Europeans now do it. People around the world have been swept up in the glamour of the Masters of Business Administration degree.

The MBA used to be seen as the automatic passport to a vastly enhanced salary, a flashy sports car and an imminent seat on the board of a major company. It is still widely perceived as a useful stepping-stone to better things.

Even so, recently the degree has come under a cloud as an explosion in supply has coincided with a growing disillusionment and the pressures of recession. For some unfortunate students in Britain at least, the MBA has become a staging post on the way to temporary unemployment.

British employers have historically had a lower regard for the qualification than many of their counterparts overseas, particularly in the US. Even in North America, the reputation of MBAs has suffered periodic tarnishes, with the typical 23-year-old graduate stereotyped as being trained for no position less worthy than the chief executive of a major corporation.

Attempts to change the curriculum have not always proved too effective. Harvard Business School - one of the most famous of the American schools and the originator of the "case method" approach to teaching - was criticised publicly last year by Mr Ian Evans, chairman of LKK, the management consultancy. He said he would view applicants to his firm from the school with great scepticism, arguing that the admissions policy there was now "wayward".

Last year, MBase, a computer-based employment service for job-hunting MBAs, produced a widely-reported survey that suggested employers had little interest in the degree. The findings stung the careers officers of many business schools, already demoralised from one of the most difficult years for recruitment they could recall.

But the Association of MBAs (Amiba), based in London, pours scorn on these negative images and stresses that interest is higher than ever. It estimates that the number of British students graduating from UK institutions alone with the coveted degree has risen from 775 in 1975 to an estimated 4,500 in 1991. At the same time, the number of organisations offering courses has shot up from a handful to about 82.

Mr Peter Calladine, administrator at Amiba, says: "I think people recognise the MBA as a portable qualification, which is very often a way out of a corner, to prevent them becoming a specialist."

Mr George Bain, dean of the London Business School, agrees that acceptance of the MBA is growing, as demonstrated by both the rising number of students and of employers willing to sponsor them.

Nevertheless, he concedes that "some firms are reluctant to hire freshly-minted MBAs". He also says that the stereotype of the MBA of the past is not entirely untrue, and the general consensus is that the



Harvard University: its business school's admissions policy has been criticised as "wayward"

**Andrew Jack takes the measure of the MBA**

## Value of a degree

number of job offers to graduates has dropped by a quarter in the last two years.

"The environment is tougher now," he says. "There is no question that there was a great boom in management education, which for the moment has ended." But he says new institutions have continued to enter the market for MBAs, even though the peak has obviously been reached and the market is overprovided for.

The quality of faculty to staff up expansion like this is just not available," says Mr Bain. "The market will sort itself out. Many weaker suppliers will withdraw and the late entrants will probably suffer."

That is hardly reassuring for students now contemplating studying for an MBA. But the lesson is nonetheless clear. As Mr Bain puts it: "You have to be very thoughtful. Choose an institution with care."

Mr Calladine adds: "Despite what everyone says, there is no such thing as the best school. It is no use someone in the national health service who wants to stay there going to a school where most of the graduates go into finance."

He says prospective students should take every opportunity to talk to faculty, current and former students, and even possible employers at business schools to learn about the course offered and what it might lead to.

The distinction between different types of MBAs is shown clearly in a detailed analysis of the growth of enrolment in courses. Amiba figures show that full-time MBA students are now in a diminishing minority. The intake last autumn was 3,500 on full-time courses.

The figure appears to have levelled off, which partly reflects the costs and risks of the degree: on top of tuition of several thousand pounds a year, students have to pay accommodation and other expenses. Most important, nearly all give up their job, their salary and typically any commitment to re-employment.

Perhaps surprisingly, a further 6,000 students were enrolled on part-time courses, giving them the chance to continue working - and often be sponsored by their employers.

However, both these figures now appear to be relatively

stable. The real area of growth is for MBAs obtained through distance-learning, such as the courses offered by Henley, Warwick and the Open University.

Ms Sheila Cameron, MBA programme director at the Open University, and author of a book on the qualification\*, stresses that her course offers a great deal of contact with other students through tutorials and residential sessions as well as tapes and workbooks.

It also has the advantage - like all the other distance learning courses - of being entirely flexible, with no requirement to attend courses

at fixed times, regardless of other pressures on an individual's time.

For those who choose a course with care - and are realistic about their abilities and ambitions - the MBA can remain a rewarding and often remunerative qualification.

Amiba - 15 Duncan Terrace, London N1 8EZ - publishes a series of books, offers student loans and holds a business school fair at the Institute of Directors in London in October; the University of London Careers Service holds one at the Business Design Centre, Islington, in the spring.

\*Sheila Cameron, *The MBA Handbook*, Pitman, £16.99

George Bickerstaffe, *Which MBA?* Economic Intelligence Unit, £25

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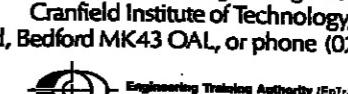
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## MANAGEMENT EDUCATION AND TRAINING 3

BUSINESS SCHOOLS capture up visions of high-flying MBAs, aggressive corporate executives and mega-buck courses and conferences. The idea of nurses and teachers — let alone charity workers — rubbing shoulders with managing directors seems quaint, almost absurd.

In many of the major management schools, it is quaint. A day in Inland and the words "public sector" go unheard; the nearest the London Business School's executive programmes get to them is "courses for ambassadors and senior Home Office officials".

Increasingly, however, business schools are waking up to the public and not-for-profit sectors, and vice versa. The growth in part-time and distance learning MBAs has been in no small part geared to them (not excepting LBS), and courses are following too.

"Management" has ceased just to be a dirty word in the public sector. With hardly a country in Europe and the Americas standing apart from the trend, a new managerial culture is sweeping through state bureaucracies. Devolved responsibility, profit centres, even autonomous trading funds, are increasingly widespread; and as privatisation reduces the size of the state machine, the cultural insularity of public sectors is progressively weakening.

Britain has gone further than most in all those directions. Privatisation has cut the state sector in half in a decade. In the remaining half, trusts, contracts and funding are advancing in the health service, compulsory tendering in local government, and devolved budgets and administration in state schools and colleges. Not even Whitehall is immune: under the "next steps" programme more than half of all its civil servants now work in semi-autonomous executive agencies and the proportion is set to rise to three-quarters by mid-decade.

The management implications are dramatic: almost overnight the typical secondary schools head or fund-holding GP is finding himself a multi-million pound manager, in most cases with nothing but 20 years at the blackboard or in a hospital/practice as preparation. Management education in the public sector is no longer



Taking on responsibilities: nurses at work in a ward at St Mary's, Paddington

government, with tightly constrained resources, has tended to lag behind Whitehall and the NHS. Even there, however, courses are developing fast.

Birmingham University's Institute of Local Government and Strathclyde's Local Authorities Management Centre are leading the way. The Strathclyde centre, established in 1987 with a grant from the Convention of Scottish Local Authorities, is part of a university business school which already has a strong public sector record (British Rail is a leading client). It offers a range of in-service and post-professional courses for middle and senior managers. Strathclyde regional council is the largest client, but participants come from across the country.

Professor Alan Alexander, the centre's director, says: "For middle — and some senior — managers our courses provide a first exposure to general management concepts. That's particularly important in local government, where the emphasis is on technical disciplines and qualifications first, and management second." The courses have had a strong knock-on effect in encouraging managers to take MBAs, and the centre is about to launch an MSc in public management.

Research into public sector management is also gathering pace. London's Imperial Business School and Cranfield Institute of Technology are just two of many to have established public sector research groups.

The IBS has a health service management project, partly financed by North-West Thames Regional Health Authority, exploring "appropriate structures and cultures" to support NHS trusts (in whatever form they survive the election). Cranfield's emphasis is on "practitioner researchers". According to Professor Leo Murray, Cranfield's director: "We are looking to them to see how management skills can best be improved in what is, without doubt, a different environment from that we business schools are used to working in."

Teachers are further down the line. Even Mr Chips, though, may find a business course as essential as teaching practice before long.

Andrew Adonis

## THE PUBLIC SECTOR

## New culture sweeps out bureaucracies

ger limited to high-flying civil servants taking courses at the civil service training college at Sunningdale (itself barely 20 years old — and now an agency); it is spreading to every school and institution in the land.

Of the National Health Service alone Dr Christine Townsend, head of the NHS Training Directorate says: "We have a million employees, of whom 240,000 can be designated as managers — after all, as soon as you become a ward sister you take on significant management responsibilities."

The directorate is pioneering a training strategy to give all managerial staff a nationally recognised qualification through distance-learning programmes. Courses have been developed with the Open University and the Institute of Health Service Management.

"We were particularly keen to ensure proper back up and to see that case material directly relates to the health service," says Dr Townsend. "If you just produce training

materials, they won't use them: a lot of our work has to be done to ensure there are local tutors and mentors to give support." The courses were launched last year. The first-year take-up target was 1,000 managers: in the event 1,500 signed up, and the directorate is revising its targets.

The Open Business School, which claims to be Europe's largest business school with 25,000 course registrations this year, gears many of its distance learning courses to the new market. The OBS's professional certificate in management — the first of three levels leading up to an MBA — runs a foundation course specifically for the voluntary and non-profit sector. Leading clients include Barnardo's and the Red Cross.

"Nothing like it has been produced before in the UK or elsewhere," claims Mr Rob Paton, senior lecturer at OBS. "It shares the successes of the voluntary sector and its unsung heroes."

Another option at certificate

level is "managing health services". Aimed at health service managers "regardless of their profession or occupation", its content is fairly general — "managing yourself and your job", "managing people", "managing in your organisation" and "managing in the external environment" are the principal modules. The course fee is £655, with a reduced rate of £605 for health service employees.

The OBS has also launched a new MBA option on "Managing Public Services", aimed directly at managers in the civil service, NHS, local government and the police. Organised into three blocks and a project, it tackles issues including the differences between public and private sector management, the working of internal markets, competition between agencies supplying public services and innovations in resource management.

Some parts of Britain's public sector are more active on the management education scene than others. Local gov-

ernment, with tightly constrained resources, has tended to lag behind Whitehall and the NHS. Even there, however, courses are developing fast.

Birmingham University's Institute of Local Government and Strathclyde's Local Authorities Management Centre are leading the way. The Strathclyde centre, established in 1987 with a grant from the Convention of Scottish Local Authorities, is part of a university business school which already has a strong public sector record (British Rail is a leading client). It offers a range of in-service and post-professional courses for middle and senior managers. Strathclyde regional council is the largest client, but participants come from across the country.

Professor Alan Alexander, the centre's director, says: "For middle — and some senior — managers our courses provide a first exposure to general management concepts. That's particularly important in local government, where the emphasis is on technical disciplines and qualifications first, and management second." The courses have had a strong knock-on effect in encouraging managers to take MBAs, and the centre is about to launch an MSc in public management.

Research into public sector management is also gathering pace. London's Imperial Business School and Cranfield Institute of Technology are just two of many to have established public sector research groups.

The IBS has a health service management project, partly financed by North-West Thames Regional Health Authority, exploring "appropriate structures and cultures" to support NHS trusts (in whatever form they survive the election). Cranfield's emphasis is on "practitioner researchers". According to Professor Leo Murray, Cranfield's director:

"We are looking to them to see how management skills can best be improved in what is, without doubt, a different environment from that we business schools are used to working in."

Teachers are further down the line. Even Mr Chips, though, may find a business course as essential as teaching practice before long.

Andrew Adonis

## Profile: ASHRIDGE MANAGEMENT COLLEGE

## School that is not in anyone's pocket

AT MANY British business schools it would have been an insult until recently to suggest the institution was "close to the market", or that the academics had "dirty hands" because they involved themselves closely with "real world" issues. Not so at Ashridge.

"We think it's great we are in the business of getting our hands dirty," says Mr Peter Reddowes, Dean of Ashridge Management College. Indeed, Ashridge has long prided itself on being both relevant and accessible to business, rather than irrelevant and remote.

Mr Michael Osbaldeston, chief executive of the management development centre and business school based at Berkhamsted, Hertfordshire, explains: "We are driven by learning objectives rather than education objectives."

Accordingly, Ashridge has always tailored both its courses and other activities to business requirements. It was among the first business schools to recognise the need to become more customer-focused and to ensure that executive programmes matched business needs, something many of its competitors are now imitating.

"It is extremely important that we recognise there is a market we serve, and also that we anticipate market requirements," says Mr Osbaldeston. Nevertheless, he accepts that it is important to maintain a balance, and to avoid the danger of becoming simply a commercial training organisation. So far, Ashridge appears to have succeeded in striking the right balance. It is one of the most highly regarded business schools in the UK, particularly for its teaching, and is also becoming well-known overseas.

In maintaining the balance between academic and market considerations, Ashridge is fortunate in a number of ways.

As an educational trust, set up by an act of parliament, it is independent and does not have to answer to a parental organisation like many business schools attached to universities. And as Mr Osbaldeston proudly points out, it is also financially independent. "We are able to run ourselves as a business, and we can say no, we are not in anyone's pocket."

In the early years in the 1960s Ashridge mainly offered open courses for managers which were marketed domestically and to the old Commonwealth nations, particularly those in south-east Asia.

But in the 1970s Ashridge offered tailor-made management training programmes for companies, courses "set up by industry to serve industry and not by academics," says Mr Osbaldeston. By the late 1970s and early 1980s it had grown to a position of dominance in this field and tailor-made training programmes for companies now make up about 40

Continued on next page

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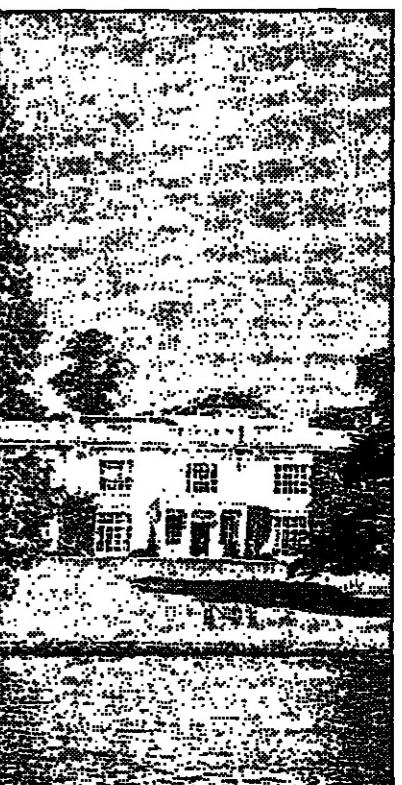
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## MANAGEMENT EDUCATION AND TRAINING 4

Profile: INSEAD

## Friendly, intense and relentless

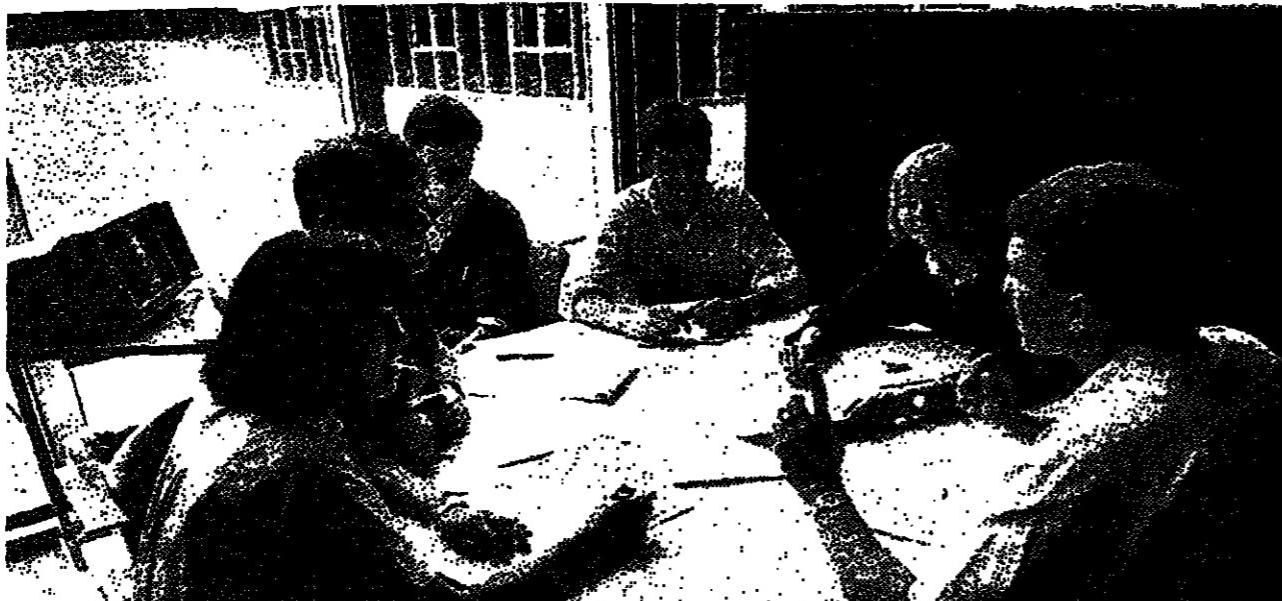
"THE ONLY thing French here is the food - and that's probably a good thing," goes the quip at Insead, the European business school at Fontainebleau on the edge of the Bourbon kings' renowned hunting forest.

*L'Institut Européen d'Administration des Affaires*, Insead, may be 65km south of Paris, but it could as easily be on the outskirts of Basin or Brussels, given its success in downplaying the French connection. Teaching is mostly in English and administration in French; but a stroll across the dining room adds Spanish, Italian and Japanese (not German) - symbolically enough for a business school.

Insead claims to be the pre-eminent international business school, and is now widely regarded as such.

The smaller International Institute for Management Development (IMD) in Switzerland has a strong reputation; the Paris-based EAP's three-country "pre-experience MBA" is highly rated; London Business School is rapidly strengthening its international credentials; and the buzz-word "internationalisation" reverberates across leading American campuses. But in breadth, depth and output, Insead has a formidable claim to the crown.

"For us, international management education isn't a goal, it's a reality," insists Mr Ludo Van der Heyden, Insead's co-dean. It is reflected in all three of the institute's main divisions. Its 80-strong faculty is drawn from more than 20 nationalities; 90 per cent of them holding at least one degree from the United States. On executive programmes, the rule of thumb is that no more than 16 per cent of participants on any one course are



Insead's MBA programme "seeks to prepare participants by simulating business reality in a low-risk environment"

from the same nationality.

MBA students are drawn fairly evenly from North America and the leading European states - excepting Germany, which in 1990-91 had only 6 per cent to match France's 16 per cent and Britain's 20 per cent. A tenth hail from Asia and the Middle East. Typically, more than a third of each graduation go to work in a country other than that of their passport.

To ice the cake, Insead also boasts a well-appointed Euro-Asia centre, with five academic staff and a range of management development programmes based in Europe and throughout Asia.

Not that Insead's top brass sees the international dimension as the be-all and end-all. "All programmes have to be more international, but that doesn't mean that all tomorrow

row's managers will be truly international," says Mr Van der Heyden. "There's still plenty of room for the regional manager."

Executive courses are Insead's breadwinner. Almost 60 per cent of last year's total income of FF234m (£24m) came from executive courses. Public programmes account for just over half of all participants; the rest attend courses tailor-made for particular companies or consortia of companies. Courses vary in length from a few days to the month-long Advanced Management Programme - which now runs four times a year, up from once a year a decade ago.

The development of programmes for the former Soviet bloc is a high priority on the short course side. Mr David Young, a finance professor, has pioneered programmes for Pol-

ish managers, and is planning others - in conjunction with IMD and LBS - to "train trainers" from across the new democracies.

European Community funds permitting, that is - difficulties in the securing of which prompt acid remarks about the problems faced by European institutions without a strong national champion when confronting Brussels, the supposedly "European" citadel.

Insead has grown fast and big in the last decade - somewhat faster than it can manage, mutter some potential customers. MBA numbers have grown at an annual rate of 19 per cent for the last decade, yet the brakes have still to be applied: plans are afoot to increase the intake from 450 to 600 a year, with executive programmes (which subsidise the MBA) expected to grow at a

similar rate. Since 1989, a small but growing PhD programme has also been running, a boon to Insead's research capacity.

A more interactive relationship with companies is the key to Insead's future, says Mr Van der Heyden. "Companies will require partnerships with business schools of a new kind - a much more dynamic link." He sees business schools becoming more the consultant, less the teacher - on the medical analogy, a shift from peddling cures to preventing disease in the 1990s.

The M&A course has two entries a year - January and September. It is divided into five two-month sections, with exams at the end of each. And it doesn't come cheap: budget to spend FF230,000 (£23,800) for the year, advised a survey of 1990 participants.

He cites Insead's link with Digital Equipment - which dates back to Insead's foundation - as a model for things to come. It involves Insead faculty in company study teams, and a steady stream of Digital managers passing through Fontainebleau. The aim? To make

management education less an act of faith only indirectly connected with corporate objectives, and more a direct linkage between business schools and corporate development.

"The trend is towards more and more custom-designed executive education: in the long run degrees programmes are dead," says Mr Leon Selig, director of executive education.

In the short run, however, the year-long MBA remains the brightest feather in Insead's cap.

I was expecting to find a country club atmosphere - Porsches in the drive, that sort of thing", says one American participant. "But nothing of the kind. It's friendly - yet intense and relentless." That is the general impression. Competition is sharp, but group working smooths the edges and enthusiasm abounds. Other than comments on over-stretched facilities, few reservations are expressed.

"The best thing about the place is that it shuts at midnight - or else we'd be here all night too," volunteers a Canadian, with apparent frankness. Simulations and problem-solving in small groups are the standard features - interspersed with lectures and a hectic social round. The course is unapologetically general: electives are offered only after four months of core courses.

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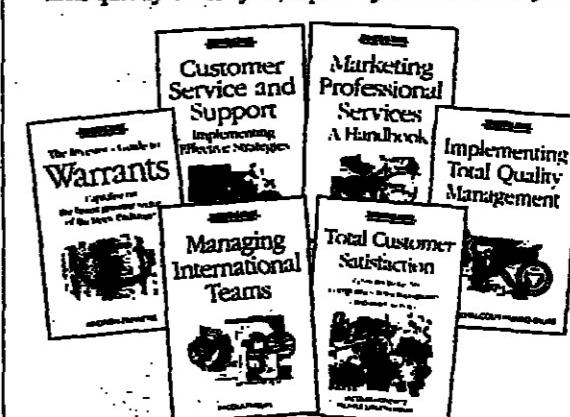
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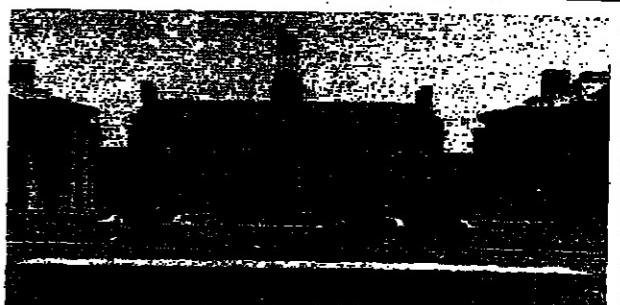


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## Ashbridge management college

From previous page  
per cent of its total course offerings.

Following a Europe-wide survey to identify specific and future management development trends, Ashbridge undertook a comprehensive overhaul of its short courses which are now divided into seven multi-disciplinary themes to reflect business realities rather than traditional subject categories.

"Managers wanted to be active participants in the courses rather than just recipients," says Mr Beddowes. At the same time, companies were demanding more value for money from executive education.

Mr Beddowes says: "Managers attending our redesigned open programmes will find that within the broad structure, there is enough flexibility for them to shape the programme to their particular learning needs."

This approach enables them to benefit from the interaction with peers from other companies, and at the same time pursue a path of learning that fulfils their personal requirements."

However in recognition that some clients require a qualification, Ashbridge introduced its own one-year Masters of Business Administration programme in 1987 - a qualification which is validated by City University and is aimed squarely at providing those with management experience, and in particular at management "high fliers", with accelerated leadership development.

The MBA programme is

small - there will be 30 people on it next year - and very expensive. For this reason, almost all the students are sponsored by their employers.

As part of the course, the students undertake a "live" strategic project on behalf of their employer or an adopted "host company," again ensuring that the MBA course does not become remote or irrelevant.

Last year Ashbridge published a survey of its MBA alumni entitled rather extravagantly: "Exploding the MBA Myth," which showed that graduates of its year-long MBA course, launched in 1988, were highly satisfied with

the Institute for Organisational Change in France is seen as a "experimental centre" which will conduct research across national boundaries. If it succeeds, it could become "a model for how a management centre of the future might operate"

their qualification. Ashbridge is currently considering whether to offer a part-time MBA programme.

Since the early 1980s, Ashbridge has also sought to present itself as an organisation that offers more than just the standard open or tailored one or four-week training course or MBA programme. Today Ashbridge's activities include:

■ Ashbridge Management College: Established in 1988, this offers what Ashbridge is best known for, the short duration courses, both external and internal, and the MBA programme. Altogether Ashbridge runs more than 5,000 courses a year.

■ Ashbridge Consulting Group: Formed in 1985 in response to

commissioned by the management college.

■ The Independent Assessment and Research Centre: This London-based unit was acquired three years ago and is a specialist in psychometric testing. It offers courses for human resources managers and provides occupational psychology consulting services.

The sixth and most recent addition to this "portfolio" of services is the Ashbridge International Institute for Organisational Change (IOC) which is being established in France. Ms Ariane Berthoin Antal became the institute's first director at the start of this month.

Aside from emphasising

Ashbridge's commitment to

internationalisation, the IOC is seen by Mr Osbaldeston as a "experimental centre" which will conduct research across national boundaries.

It will also hold workshops and conferences on change management as well as providing consultancy services in this field to companies. If it is successful, Mr Osbaldeston says it could become "a model for how a management centre of the future might operate."

Through these units Mr Osbaldeston is attempting to position Ashbridge as a multidisciplinary organisation able to meet the needs of companies for management training, research and consultancy services. He believes the future lies in a more integrated approach towards management and organisational development.

One example of this approach is a post-course consultancy service that Ashbridge offers to help managers implement what they have learned. Participants on the college's Leadership Development programme leave with a confidential tape recording of their final assessment to which they can later refer and, 12 months after completing the programme, they receive a questionnaire to review their progress.

"We pride ourselves on our ability to meet market needs, and we redesign our programmes to take account of the growing demand for courses which develop understanding, skills and competencies," says Mr Beddowes.

Paul Taylor

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### MANCHESTER BUSINESS SCHOOL

If Mr George Bain were given just a single word to encapsulate the London Business School, there is little doubt which one he would choose. Talk to the faculty and students, wander the buildings, or read the brochures, and the theme is everywhere.

The word is "international". So much so that a party of visitors arriving blind-folded from abroad at the grassy campus in Regent's Park, central London, might not even realise which country they were in.

Mr Bain, the principal of the school, deserves his chosen word. A Canadian with dual nationality, he says he spends much of his time defending Britain to the British. But his vision for the school stretches far more to the west over the Atlantic and south across the Channel than it does north into the traditional industrial heartland of the UK.

"We are one of the top maybe 10 or 12 business schools in Europe and the US," he says without hesitation. "This may sound self-serving, but I'd like to think we combine the best American and European business school traditions."

The LBS, he suggests, has elements of the north American schools which traditionally have a reputation for academic excellence, mixed with European ones which are historically more focused on vocational skills.

He likens the school to an aircraft carrier, on which future business leaders can land, re-orient themselves and

then take off again in new directions. Students from the US are partly driven to the LBS by the over-academic focus of institutions in their own country, he suggests, and partly as a way of becoming exposed to "a wider Europe" while their language skills may initially hold them back.

Conversely, many European students want a flavour of American business without committing themselves to a full course there, Mr Bain argues.

"If you ever find a dean who says he is not internationalising his business school, tell me," he says. "But I don't think any other British school is as international as we are." That, if anything, is the unique selling point of the LBS, he says.

The statistics certainly go some way to bearing out this vision. Two-thirds of the students on the full-time MBA degree are foreign nationals, and half of those studying for PhDs. Even on the part-time MBA course 20 per cent are not British, and a handful come from continental Europe even for this programme.

Mr Bain's drive to internationalise the school has led to radical changes in the curriculum over the past few years, which he characterises by

## Profile: LONDON BUSINESS SCHOOL

# The word that says it all

three "T's. International is, of course, the first. The others are integrated and dealing with implementation.

By integrated, he means providing a course which is coherent with interdisciplinary teaching. "Business schools have historically been far too vertical," Mr Bain says.

"Courses have been compartmentalised into functional units, such as accounting,

skills," he says. In addition, he talks about four specific aims for the school as a whole over the next few years. The first - surprise! - is to enhance the internationalism of LBS still further. While non-UK nationals are a high proportion of students, he would like to see more foreigners among the faculty.

Second, he places great emphasis on what he calls "balanced excellence" - that teaching and research are of equal importance. He says the faculty should be expected to gain visibility in the business community as much as in the academic community - which, he adds in the same breath, they have been doing.

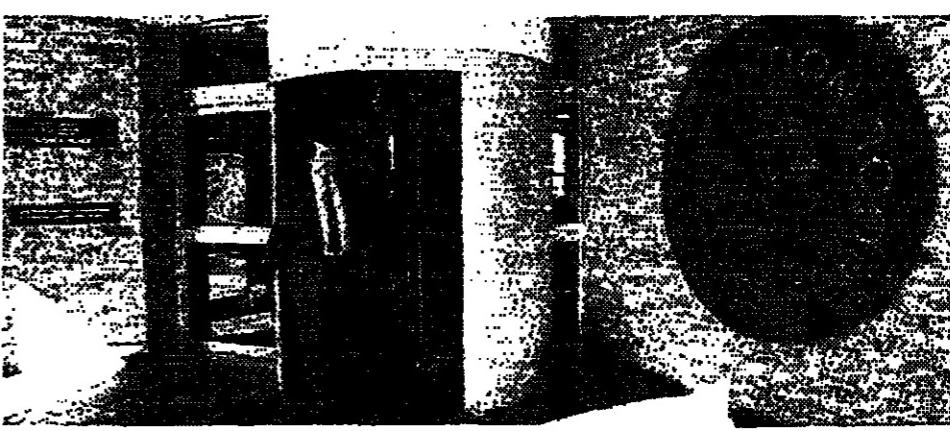
Third, he wants to see further growth in some parts of the school, despite its presence already as the largest in

Europe. He says there needs to be "a bigger critical mass" in some specialisms such as accounting and marketing.

Finally, he calls for a much closer partnership with business through "effective learning partnerships". That reflects a recognition that there is no substitute for the company as the learning laboratory, he says.

All this management education does not come cheaply. The full-time MBA, which currently enrols 210 people a year, costs £29,000. The part-time equivalent at the moment costs £6,600 for each of three years.

There is also a wide range of more specialised courses to choose from, ranging from £4,700 a year for a PhD and £13,000 for the international executive master's programme to £20,000 for the Sloan MSC degree.



Alan Harper

The London Business School, near Regent's Park

cent in a euphemistic "other" category, which comprises "freelance work, deciding on offers and seeking employment".

"It is taking people longer to find jobs," Mr Bain concedes. "MBAs are finding it harder to get job opportunities than a few years ago. They have to have to look harder. But the fact I don't know the proportion who are unemployed is an indication of how serious I think the situation is."

For those with the money, or

sympathetic and education-committed employers, an alternative is participation in the non-degree programmes stretching over a number of days or weeks and costing a few thousand pounds each.

These cover subjects from corporate finance and brand strategy to one dedicated entirely to discussing the issues raised in copies of the Financial Times and the Wall Street Journal.

Andrew Jack

## Profile: OXBRIDGE

# Less dreaming in the spires

OXBRIDGE has just discovered the MBA. Twenty-five years after graduate business education began to be taken seriously in Britain, its ancient universities are finally, tentatively, putting their toes in the water.

Cambridge is first off the mark. It was closer to the line in the first place, with a range of undergraduate management courses already running, linked mainly to engineering but including a manufacturing and engineering tripos dating back to the mid-1980s.

The university made a decisive shift last year when it launched a fully-fledged management school, named the Judge Institute - after Mr Paul Judge, former chairman of the food operation company Premier Brands, who donated £2m to get it started. Other large benefactions have come from Mr Simon Sainsbury of the retailing family (£2m) and accountants Peat Marwick (£1.5m). "Management education is a subject which has been strangely neglected by our great universities," said Mr Sainsbury pointedly when announcing his gift.

The institute, currently in temporary premises opposite the Fitzwilliam Museum, will move in a few years to a purpose-built complex on the Old Adenbrooke's Hospital site in the city centre. The first 20 MBA students arrived last October - half of them British, average age 28, all sponsored by companies, and a majority working for international blue chip companies.

MBA numbers are expected to rise to 80 a year by the late 1990s. "We are not going to get in the business of having hundreds of students," says Dr John Hendry, director of the MBA programme. "Our course is as much a management development programme as a degree, involving close collaboration between staff and sponsoring companies - that makes heavy demands on tutors."

The MBA is an unusual three-year sandwich course. Students must be sponsored by their employers: after an initial 10 weeks in Cambridge, they return to their organisations for a year, when their work is supplemented by supervised

study programmes and three one-week sessions at Cambridge. A second term is followed by another year of work and supervised study, and the course is topped off with a final nine weeks at Cambridge. At £7,000 a year, the institute is not trading on its name unduly.

In addition to the MBA, Cambridge has also launched an MPhil programme; 19 students are in their first year, and about half are currently intending to pursue research at the doctoral level afterwards. It also plans a range of short executive courses, due to start at the end of next year.

Oxford has long been a serious player in the executive course market. Templeton College, the university's management school, runs a small master's course in business, but has devoted most of its energy to developing management programmes. In 1990, courses generated 70 per cent of the college's £2.5m income.

Its programmes are mostly commissioned by particular companies: regular visitors include British Aerospace, Ford Europe, Thames Water, P&O, Unilever Biscuits and the British Council Overseas - the last sponsoring a course teaching Indian managers how to work in export markets.

Templeton, a nondescript campus founded in 1969, is three miles from the dreaming spires - well beyond the city's ring road. It is the chosen location for the large expansion of business studies planned by the university for the next decade. A £40m expansion scheme has been agreed: more than £5m has been raised to date, and fund-raising will start in earnest once a director is chosen. An appointment is said to be imminent - but since the college has been saying that for months, it appears to have had difficulty finding a suitable "big name".

Oxford's MBA, due to be launched in October 1994, is an altogether more ambitious venture than Cambridge's. From an initial intake of 40, an annual entry of 150 is planned by the end of the decade. Doctoral students included, the school will be about 600-strong, with a teaching faculty of more than 50, plus 25 research

fellows. That will make management the largest of the university's graduate departments.

An expansion of undergraduate management courses is also planned, with an economics and management bachelors' degree on offer from 1994.

Oxford's MBA is to be a two-year full-time degree. "We think there is a role for a two-year flagship course," says Dr Derek Morris, one of its architects. "Few schools in Britain besides Manchester and LBS offer one at the moment, and with a three- to six-month internship included, it offers the right balance between theory and practice."

The university is anxious to dispel any impression that Templeton's location implies a marginal role for management studies in the future. About two-thirds of the MBA students will be members of "old" colleges, and most of the faculty will hold fellowships in them too.

Perhaps Templeton will be for management what Nuffield, a graduate college established in the 1930s, is for the social sciences: a focus and magnet, *primum inter pares* for graduate studies in its field. But at least Nuffield, with its monstrous tower, can be seen from Cambridge.

Checking exam results at Cambridge University

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## MANAGEMENT EDUCATION AND TRAINING 6

## Profile: WHARTON

**A time of reappraisal**

AT THE end of a corridor in the Wharton School in Philadelphia hangs a photograph of Donald Trump, the financier who made his fortune in the 1980s and fell on harder times in the 1990s. Mr Trump is one of the alumni whose achievements are still celebrated. Those of another, the disgraced Michael Milken, are no longer so publicly applauded.

Wharton's power was undisputed in the 1980s, and remains enormous. It is one of the three big US business schools that exert a tight grip on the world market in management education - the others being Stanford and Harvard. Among the three, Wharton's fortunes seem most bound to the past decade's explosion of interest in free market business and finance.

The school was founded in 1881 by the Philadelphia financier Joseph Wharton, a fellow of the University of Pennsylvania.

FROM THE country that fostered Ivan Boesky and Michael Milken is a subject coming to a management education syllabus near you soon: business ethics. Under the surface of the profit motive, many executives of the future are beginning to call for classes preparing them for wider responsibilities.

While the 1980s in the UK have been associated by many with a selfish individualism driven by the spirit of private enterprise, an undercurrent of corporate responsibility has

also been on the rise. Since the late 1970s in the US, business schools have been introducing courses reflecting students' concerns with the ethical decisions they may face day-by-day in corporations. Commentators say demand has been driven by growing concern over a succession of corporate and political scandals which emerged during the decade.

Now the same concerns are infiltrating courses in the UK and Europe. At a conference in London last September, more

intake of 830 students paying \$17,750 each a year to study for a two-year MBA.

These are also nervous times for many of the MBA students. Jobs are not as easy to come by as they might have anticipated this year, and they came with high expectations of what they would get for their money. As at other business schools, there is a vociferous debate over the quality of the teaching, and whether the MBA education is still worthwhile.

The man charged with steering this vast enterprise - with a faculty of 180 and a capital endowment of \$38m Wharton is as much a large business as a university graduate school as a university.

So Wharton is attempting to redefine itself more in sympathy with the 1990s zeitgeist, while holding on to its traditional strengths. It is a tricky balancing act, symbolised most strongly by a new curriculum being tested out for the first time this year on 130 of the

Mr Gerrity's view is that

business schools should concentrate on giving leadership skills not only to MBA students, but to undergraduates and executives attending part-time courses. He thinks managers now have to be able to integrate approaches from operations or marketing or finance to solve a range of complex problems from early on in their careers.

"Managers now require great cognitive and analytical abilities, and enough of the craft of leadership to follow their ideas through and deliver actions," he says. In practice, that presents a tall teaching order for an academic institution which has divided teaching into separate functional areas, and not bothered about blending ideas.

Wharton's main response has been to establish its new curriculum, which tries to raise standards by adding a four-week preparatory course to the start of the first year.

and offers a series of six-week module courses during the two semesters. The over-riding principle is a stronger emphasis on interdisciplinary study of business disciplines.

Those involved in the pilot curriculum say it had an uncertain start because it involved a different approach

from a faculty which was used to the old ways. But some students now see benefits: Ms Andrea White, a first-year student, talks enthusiastically of professors from different disciplines debating business case studies in classes.

Wharton is careful to distinguish its approach from that of

Thomas Gerrity, dean of the Wharton School (left) in Philadelphia; overseas recruits are key to future

Harvard Business School,

known for using case studies and examples from business practice rather than emphasising econometric rigour. Mr Anthony Santomero, the deputy dean, says truly that Wharton uses case studies where it thinks them useful rather than as "a religious endeavour".

But in the final analysis, Wharton may not be able to shape its destiny alone. The demand for its services will depend on the overall market for management education. Executive education is clearly booming - that side of Wharton's business brought in \$16m revenue last year - but the MBA market is a more uncertain matter.

Mr Gerrity professes little concern about Wharton, but says the future for US business schools depends on attracting a continuing stream of overseas recruits. Twenty-nine per cent of the MBA intake last year were foreign. For the moment, US schools hold as strong a market share in world business education as Detroit used to in the world car market.

The dean does not believe this is likely to change rapidly, despite an inevitable growth in competition from Europe and south-east Asia. "There will be more competition, but we are not going to see radical change overnight. This is not the software industry," he says.

**John Gapper**

The writer is a Harness Fellow of the Commonwealth Fund, New York

able to evaluate and quantify the scale of their success? Are there any signs yet that the new breed of ethically-trained managers are cleaning up business?

"It's hard to tell. We can't say there have been 43 per cent fewer indictments among our graduates," says Mr Hanson. But if interest from both companies and students is having the critical ability to make better decisions as a result.

But in true business school style, ought they not now to be

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## Andrew Jack finds a new subject on the syllabus

**The attraction of ethics**

has run several times since and has been consistently well attended.

Mr Brian Harvey, from the education department at Nottingham University and secretary of the European Business Ethics Network and author of a study of corporate social policy for managers, says: "I definitely have the impression that more business schools are offering courses now."

Last year he ran a course in the university's school of management and finance attended by 30 students. Now through the network he is involved in the production of a number of case studies on European business ethics for class teaching, to supplement the existing widely-used material which comes from the US.

These include a study of the issues surrounding the marketing of RU 486, the "morning-after" contraceptive developed in France, the tensions between a chemical company and an environmental pressure group, and the difficulties facing IBM managers in Germany trying to reconcile the need to make redundancies at a plant which is no longer required with the company's traditional commitment to employees and the local community.

He says much of the development of ethics in the US has been driven by the strong sense of community involvement by business, in turn reflecting a traditionally less active belief in the role of the state.

Prof Likierman argues that

not only is business more central to society in the US, but also people are more willing to be frank about the dilemmas they may face at work. He says the subject is an important one, and beginning to spread to the UK and elsewhere, but he adds: "To be frank, it is not absolutely the thing of the 1990s. It is not just a fashion, but neither has it been very seriously tackled yet."

Mr Kirk Hanson, senior lecturer at the Stanford business school in California, says there is a great deal of interest from US corporations - many of which have now launched codes of ethics governing their operations.

He sees the biggest problem

not as raising money to teach and research the subject, but in finding people to teach it. Business ethics is still a relatively unstructured academic specialism, and is often more controlled by philosophers and theologians who have turned their attention to business than by business school lecturers themselves.

Prof Likierman says there are also difficulties in deciding how to introduce ethics into the curriculum. Theoretically, there are ethical issues which ought to be discussed in every course on offer. "But not everyone finds it easy to teach, or is willing to find room by pushing out what they regard as a central part of their course," he says. In fact, most of the courses on offer are not only demarcated rather than integrated, but also optional.

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